



وزارة التعليم العالي والبحث العلمي
الجامعة التقنية الجنوبية
المعهد التقني العمارة
قسم تقنية الإدارة الصحية



الحقيبة التدريسية لمادة

مقدمة في الإدارة الصحية Introduction to Health Administration الصف الثاني



تدريسي المادة
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الهدف من دراسة مادة مقدمة في الادارة الصحية (الهدف العام):

١. تزويد الطلبة بأساس معرفي شامل حول مفاهيم الإدارة الصحية ومكوناتها وأهميتها في القطاع الصحي.
٢. تعريف الطلبة بالأنظمة الصحية المختلفة والجهات الفاعلة في إدارة المؤسسات الصحية.
٣. تمكين الطلبة من فهم أدوار ومسؤوليات مديري المؤسسات الصحية في السياقات المختلفة.
٤. بناء قدرات تحليلية لدى الطلبة لفهم التحديات التنظيمية والإدارية التي تواجه النظم الصحية.
٥. تنمية التفكير النقدي لدى الطلبة حول قضايا إدارة الصحة العامة وسبل تحسين جودة الخدمات الصحية.

تهدف دراسة مادة مقدمة في الادارة الصحية للصف الثاني الى:

سيكون الطالب قادراً على أن:

١. يشرح مفهوم الإدارة الصحية وعلاقتها بالإدارة العامة وإدارة الأعمال.
٢. يميز بين أنواع النظم الصحية المختلفة (العامة، الخاصة، المختلطة).
٣. يحدد مكونات النظام الصحي ووظائفه الأساسية (التمويل، تقديم الخدمة، الحوكمة...).
٤. يصف الهيكل التنظيمي للمؤسسات الصحية (مثل المستشفيات والمراكز الصحية).
٥. يتعرف على مهام ومسؤوليات مدير المؤسسة الصحية.
٦. يحلل عناصر التخطيط والتنظيم والرقابة في إدارة المؤسسات الصحية.
٧. يناقش مفهوم القيادة الصحية وأهم نظرياتها وتطبيقاتها في القطاع الصحي.
٨. يقيم جودة الخدمات الصحية باستخدام المعايير والمؤشرات الدولية.
٩. يشرح دور تكنولوجيا المعلومات في تطوير الإدارة الصحية.
١٠. يحدد التحديات الراهنة التي تواجه النظم الصحية في بلده أو في العالم.

(تذكر الأهداف الموجودة في الخطط الدراسية او مفردات المنهج)

الفئة المستهدفة:

طلبة الصف الثاني / قسم تقنيات الإدارة الصحية

التقنيات التربوية المستخدمة:

١. سبورة واقلام
٢. السبورة التفاعلية
٣. عارض البيانات Data Show
٤. جهاز حاسوب محمول Laptop
٥. التعليم القائم على حل المشكلات
٦. العصف الذهني والمناقشات الصفية
٧. المحاكاة ولعب الأدوار

الاسبوع الأول

الهدف التعليمي (الهدف الخاص لكل للمحاضرة):

نهاية المحاضرة، يكون الطالب قادرًا على أن:

١. يُعرّف الإدارة الصحية كمجال متخصص ضمن العلوم الإدارية المرتبطة بتقديم الخدمات الصحية.
٢. يُميز بين الإدارة الصحية والإدارة العامة من حيث الأهداف والوظائف والمجال التطبيقي.
٣. يُوضح أهمية الإدارة الصحية في تعزيز كفاءة وفعالية المؤسسات الصحية، وتحسين جودة الخدمات المقدمة للمرضى.
٤. يناقش دور الإدارة الصحية في تحقيق أهداف النظام الصحي ومواجهة التحديات المعاصرة (مثل الأوبئة، نقص الموارد، وتنامي الطلب على الخدمات).

مدة المحاضرة: (ساعتان نظري وثلاث ساعات عملي لكل شعبة أسبوعيا).

الأنشطة المستخدمة:

١. أنشطة تفاعلية صفية
٢. أسئلة عصف ذهني
٣. أنشطة جماعية (إذا تطلب الامر)
٤. واجب بيتي
٥. واجب الكتروني (ويفضل انشاء صفوف الكترونية Classrooms لدمج التعليم الحضوري بالتعليم الالكتروني حسب التوجهات الحديثة للتعليم والتعلم)
٦. مقارنة جماعية
٧. مشاهدة فيديو قصير
٨. ورقة عمل قصيرة
٩. نقاش مفتوح

أساليب التقويم:

١. التغذية الراجعة الفورية من قبل التدريسي (التقويم البنائي).
٢. اشراك الطلبة بالتقويم الذاتي (تصحيح اخطائهم بأنفسهم).
٣. التغذية الراجعة النهائية (التقويم الختامي)، ويقصد به حل الأسئلة المعطاة كنشاط صفي في نهاية المحاضرة.
٤. قياس الفهم الفوري وتنشيط الانتباه والمشاركة.
٥. اختبار بسيط في نهاية المحاضرة (اختيار من متعدد أو صح وخطأ - ٥ أسئلة).
٦. طرح أسئلة مباشرة للطلبة أثناء الشرح

عنوان المحاضرة: (The concept and importance of health management)
وتتناول المحاضرة المفاهيم الأساسية للإدارة الصحية، وأهميتها في تطوير أداء المؤسسات الصحية، مع توضيح الفروق بينها وبين أنواع الإدارة الأخرى. كما تُسلط الضوء على الدور الحيوي للإدارة في تحسين جودة الخدمات الصحية وضمان كفاءة استخدام الموارد المتاحة.

Lecture 1

The concept and importance of health management

Concept of Management

Some of the common definition of management given by famous writers and thinkers are:

- According to **Harold Koontz** and Heinz Weihrich, Management is the process of designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims.
- According to Robert L. **Trewelly** and M. Gene Newport, Management is defined as the process of planning, organising, actuating and controlling an organisation's operations in order to achieve coordination of the human and material resources essential in the effective and efficient attainment of objectives.
- According to **Kreitner**, "Management is the process of working with and through others to effectively achieve organisational objectives by efficiently using limited resources in the changing environment.
- According to **George R Terry**, Management consists of planning, organising, actuating and controlling, performed to determine and accomplish the objectives by the use of people and resources.

Administration is the art and science of guidance, leadership and control of the efforts of a group of individuals towards some common goal.

Management is the operational part of **administration** . It is **defined** as :It is a set of interactive processes through which the utilization of resources results in the accomplishment of organization objectives .It is a "conversion mechanism".

Is Management an Art or a Science?

Management is both an art and a science, as it incorporates the systematic knowledge and principles of science along with the creativity and intuition of art to effectively lead and make decisions within organizations.

It is through "**management**" that the objectives of the health organization are achieved by gathering and positioning of resources.

Difference between Management and Administration

Management and administration are closely related concepts within an organisation, but they have distinct roles and functions.

What is Management?

Management encompasses the process of strategically planning, organizing resources, coordinating efforts, directing activities, and maintaining control within an organization to achieve its intended goals and objectives. This multifaceted discipline involves making informed decisions, optimizing resource allocation, fostering collaboration among teams, providing leadership, and monitoring progress to ensure alignment with established benchmarks. Whether in the context of businesses, nonprofits, or government entities, effective management is pivotal for resource efficiency, goal attainment, and adaptability in a dynamic environment. A range of management theories and models, from classical to contemporary, contribute to shaping management practices, with approaches tailored to factors such as organisational culture, industry dynamics, and leadership preferences.

What is Administration?

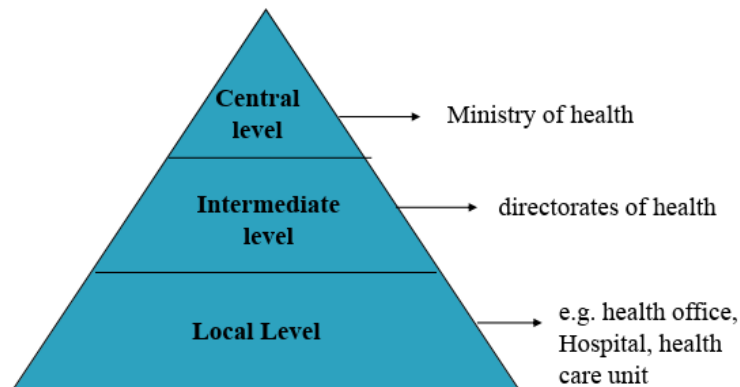
Administration involves overseeing an organisation's day-to-day operations, ensuring they run smoothly by implementing policies and decisions set by management. This entails tasks like managing schedules, facilitating communication, optimizing resource allocation, and resolving issues that arise. Administrators play a vital role in policy implementation, making certain that guidelines are followed and organisational goals are pursued. Their coordination efforts harmonize different teams and individuals, while their adaptability enables them to respond effectively to changing circumstances. While management focuses on strategic direction, administration handles the practical and operational aspects, jointly contributing to an organisation's overall functionality and achievement. In smaller settings, these roles may merge, whereas larger organisations might have separate departments or individuals dedicated to each function.

Difference between Management and Administration

Basis	Management	Administration
Meaning	Management encompasses the process of strategically planning, organizing resources, coordinating efforts, directing activities, and maintaining control within an organization to achieve its intended goals and objectives.	Administration involves overseeing an organisation's day-to-day operations, ensuring they run smoothly by implementing policies and decisions set by management.
Focus	Management is primarily concerned with planning, organizing, directing, and	Administration focuses on establishing policies,

	controlling resources to achieve organizational goals.	guidelines, and procedures to ensure the smooth operation of the organization.
Scope	Management is a broader term that encompasses various functions such as planning , organizing, staffing , leading, and controlling.	Administration is a narrower term, often associated with the implementation of policies, rules, and regulations set by the management.
Key Person	Manager is the key person in the case of management.	Administrator is the key person in the case of administration.
Decision-Making	Managers make strategic decisions related to setting goals, formulating plans , and allocating resources.	Administrators make decisions related to implementing policies, procedures, and guidelines set by the management.
Nature	It is more dynamic, action-oriented, and focused on achieving objectives through efficient resource utilization.	It is more concerned with establishing a stable framework, ensuring adherence to rules, and maintaining order within the organisation.
Time Horizon	Managers focus on both short-term and long-term goals, with an emphasis on adapting to changing circumstances.	Administrators tend to have a longer-term perspective, aiming to establish enduring structures and processes.
Function	Management involves guiding, directing, and leading employees toward achieving organizational goals .	Administration involves establishing policies, rules, and regulations that guide the actions of employees and ensure organisational efficiency.
Role	The role of management is executive in nature.	The role of administration is decisive in nature.

Levels of Administration



What is Health Management?

Health management involves the comprehensive orchestration of healthcare systems, aiming to optimize resources, enhance operational efficiency, and ultimately improve patient care. It encompasses a diverse spectrum of responsibilities, from overseeing administrative tasks like budgeting, staffing, and policy implementation to strategizing for long-term growth and development within healthcare organizations. Health managers blend managerial expertise with healthcare knowledge to navigate regulatory requirements, drive quality improvements, and ensure that healthcare services align with the evolving needs of patients and communities. Their multifaceted role lies at the core of healthcare administration, shaping the delivery of services, and contributing to the overall effectiveness of healthcare systems.

Types of Health Management

Health management encompasses various specialized areas that cater to different aspects of healthcare administration. Some types include:

- **Hospital Management:** Focuses on overseeing the operations, resources, and services within hospital settings, ensuring efficient patient care, staffing, budgeting, and facility management.
- **Health Information Management:** Involves managing healthcare data, including its collection, storage, retrieval, and utilization, ensuring accuracy, confidentiality, and compliance with regulations.

- **Healthcare Quality Management:** Aims to enhance patient care and outcomes by implementing strategies to measure, assess, and improve the quality of healthcare services.
- **Healthcare Finance Management:** Involves managing financial aspects within healthcare organizations, including budgeting, revenue management, billing, and ensuring financial sustainability.
- **Population Health Management:** Focuses on improving the health outcomes of entire populations by addressing factors influencing health, such as social determinants, preventive care, and community health initiatives.
- **Healthcare Policy and Administration:** Involves policymaking, regulatory compliance, and overseeing administrative functions within healthcare institutions to align operations with legal and ethical standards.

Health Management is an important component of health systems

- Management practices are important in all health settings. Strengthening the management capabilities within the health system is being increasingly seen as a critical strategy for improving the performance of health care delivery and building health systems .
- With the growing recognition of the essential role of health management in health services, health care providers are adopting management practices that strengthen and complement clinical activities and that aim to improve the outcomes of health services.
- Enhances the overall delivery of healthcare Improved Healthcare Delivery. services, ensuring timely and quality care for patients.
- Optimizes resource utilization, reduces wastage and Cost Efficiency improves cost efficiency in healthcare organizations

الاسبوع الثاني

الهدف التعليمي (الهدف الخاص لكل للمحاضرة):

نهاية المحاضرة، يكون الطالب قادرًا على أن:

١. أن يُعرّف الطالب مفهوم العملية الإدارية في السياق الصحي.
٢. أن يُحدد الوظائف الأساسية للعملية الإدارية: التخطيط، التنظيم، التوجيه، الرقابة.
٣. أن يُفسر كيفية تطبيق كل وظيفة من وظائف الإدارة في المؤسسات الصحية.
٤. أن يُحلل العلاقة بين عناصر العملية الإدارية ودورها في تحقيق الكفاءة والفعالية.
٥. أن يُميز التحديات التي تواجه تطبيق العملية الإدارية داخل المنظمات الصحية، خاصة في البيئات محدودة الموارد.

مدة المحاضرة: (ساعتان نظري وثلاث ساعات عملي لكل شعبة أسبوعيا)

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٨. ورقة عمل قصيرة
٩. نقاش مفتوح

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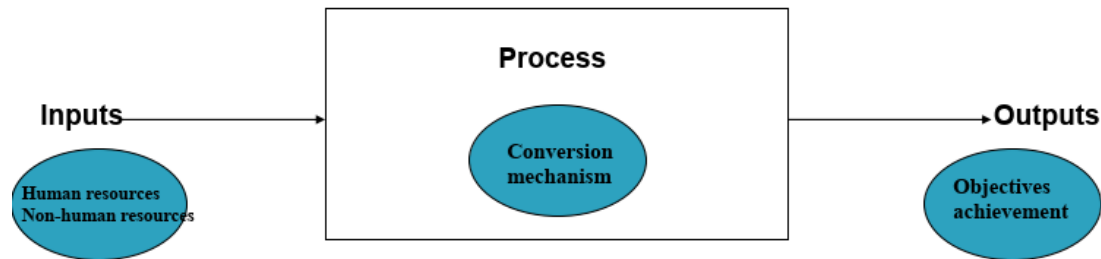
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٦. طرح أسئلة مباشرة للطلبة أثناء الشرح

عنوان المحاضرة: (The administrative process in the health organization)
حيث تتناول المحاضرة شرحاً لمفهوم العملية الإدارية، مع التركيز على وظائفها الأساسية وهي: التخطيط، التنظيم، التوجيه، والرقابة، وتوضيح كيفية تفاعل هذه الوظائف داخل المؤسسات الصحية لتحقيق الكفاءة والفعالية. كما سيتم مناقشة نماذج تطبيقية واقعية من البيئة الصحية، وطرح أمثلة عملية لفهم أدوار الإدارة في دعم الخدمات الصحية.

Lecture 2

The Administrative Process in the Health Organization

A systems view of management:



1- The Concept of Administrative Process.

Organizations are consciously created to accomplish certain set of objectives. In order to accomplish these objectives, organizations formulate appropriate strategies for achieving these set(s) of goals. Consequence of this, is that an administrative process, or simply put, the machinery through which the set goals of an organization is to be achieved is development for this purpose. One of the bases on which an organization assess itself or is assessed by others is about the question of the extent to which an organization has achieved the goals and objectives it set for itself.

Administrative process is the pattern of relationships that exist among the different administrative positions that have been created in any given organization and among the members of the same organization. The administrative process creates the enabling conditions for the application of the process of management as well as, the framework for order and command through which the activities of the organization such as PHC can be planned, organized, directed and controlled. The purpose of any administrative process is to apportion responsibilities among members of the

organization and to create the mechanisms for functional relationship between them, coordination and the exercise of control over these activities which are the directed towards the goals and objectives of the organizations.

the administrative process therefore, represents the vehicle through which an organization achieves bounded rationality. „Rationality“ deals with the pursuit of organizational goals, rather than the goals themselves and directly refers to the degree to which the predetermined goals of an organization are achieved with maximum efficiency by applying and directing the resources of the organization towards these stated goals.

2- The Three Main Stages of Administration Process in the Health Organization.

The Three Main Stages of Administration Process

- a. **Pre-administration:** This is the stage where the process of administration is initiated and documents are gathered.
- b. **Administration:** This is the stage where the actual administration process takes place. The administrator will reviewing the documents and making decisions.
- c. **Post-administration:** This is the stage where the administrator completes the administration process and prepares for any appeals that may be filed.

3- The Objectives of an Administrative Process.

- a. The economic and efficient performance of the organization and the level of resources utilization.
- b. Monitoring the activities of the organization.
- c. Accountability for areas of work undertaken by groups and individual members of the organization ‘
- d. Co-ordination of different parts of the organization and different areas of work.
- e. Flexibility in order to respond to future demands and development, and to adapt to changing environmental influences; and
- f. The social satisfaction of members working in the organization.

4- The Five Steps in an Effective Administration Process.

An effective administration process is vital to the smooth operation of any business. By definition, administration is “the process or work of managing a business or organization.” The following are the five steps in an effective administration process:

A-Planning: This is the first and most important step in any effective administration process. Without a clear plan, it will be difficult to manage a business or organization effectively.

Planning means:

- Where we are going? (Objectives)
- With what? (Resources)
- How? (Efficient and appropriate implementation)
- When? (time)
- Degree of Formalization- Official (Explicitness, Systematic) about the process.

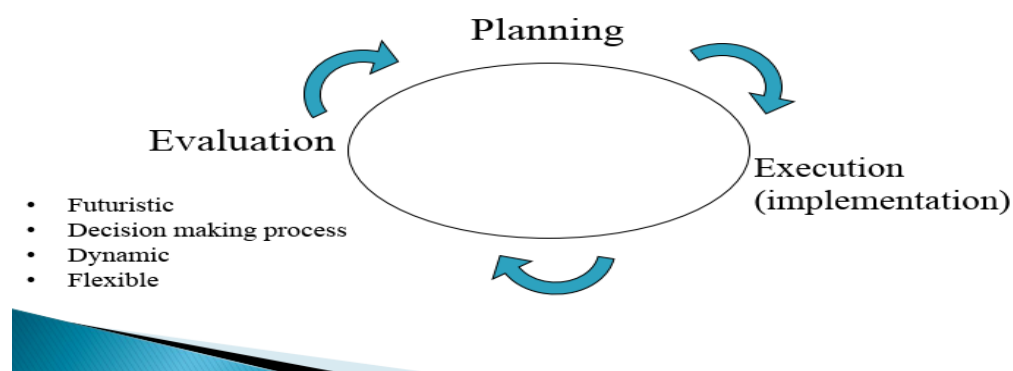
Health planning :

Health planning is defined as “the orderly process of defining community health problems identifying unmet needs, surveying of resources to meet them, Establishing priority goals that are realistic, feasible and projecting administrative action to accomplish the purposed of proposed program” .

Purpose of health planning:

To meet health needs and demands of people. Health needs may be – need for medical care, safe water supply, adequate nutrition, immunization).

- ▶ Planning is a dynamic (non-static) process
- ▶ It is a continuous circular process



B- Organizing: Once a plan is in place, the next step is to organize resources and create systems to implement the plan. This step is crucial to ensuring that the plan is executed efficiently and effectively.

Importance of Organizing :

- personnel management
- to perform task easily
- to increase people's capacity of doing work
- to make communication
- to make supervision
- to make decision easily
- to make level and grading.

C- staffing: Staffing refers to the process of hiring and training employees to carry out the tasks assigned to them. This step is essential to ensuring that the workforce has the skills and knowledge necessary to perform their duties effectively.

Staffing evolved into "personnel management". Now, modern organization practice "Human Resource Management". HRM is an integrated approach to management of human energy and capabilities. Its focus is on development and utilization of human potential Directing means

- the issuance of orders,
- assignments, and
- instruction
- that permit the subordinate to understand what is expected of him

D- directing: Directing involves providing guidance and direction to employees so that they can carry out their tasks according to the plan. This step helps ensure that all activities are carried out in a coordinated manner and that goals are achieved efficiently.

E- controlling: Controlling refers to the process of monitoring progress and making changes as necessary to ensure that objectives are met. This step allows businesses or organizations to make adjustments as needed so that they can continue operate smoothly and effectively over time.

5- The Benefits of an Administration Process IN the Health Organization

There are many benefits that an organization can reap from implementing an effective administration process. Some of the benefits include:

- a. **Improved Efficiency:** An effective administration process can help to streamline an organization's operations, making it more efficient. By eliminating unnecessary steps and improving communication between departments, an organization can save time and money.
- b. **Improved Effectiveness:** An effective administration process can also improve the effectiveness of an organization. By setting clear goals and objectives, and providing employees with the resources they need to achieve those goals, an organization can increase its chances of success.
- c. **Increased Customer Satisfaction:** An effective administration process can lead to increased customer satisfaction. When customers receive prompt, accurate service from an organization, they are more likely to be satisfied with the overall experience.
- d. **Greater Employee Satisfaction:** Employees who feel like they are part of a well-run organization are more likely to be satisfied with their jobs. An effective administration process can create a positive work environment where employees feel valued and appreciated.
- e. **Overall, an effective administration process can provide numerous benefits for an organization. By streamlining operations and increasing communication, an organization can improve its efficiency and effectiveness**

الاسبوع الثالث

الهدف التعليمي (الهدف الخاص لكل للمحاضرة):

١. أن يُعرّف الطالب مفهوم خدمات الرعاية الصحية ومجالاتها المختلفة.
 ٢. أن يُميز بين أنواع خدمات الرعاية الصحية (الوقائية، العلاجية، التأهيلية، والرعاية التلطيفية).
 ٣. أن يُوضح مستويات تقديم الرعاية الصحية (الأولية، الثانوية، والثالثية) وأدوار كل مستوى.
 ٤. أن يُدرك أهمية التكامل بين مستويات وأنواع الرعاية الصحية لتحقيق الصحة العامة.
 ٥. أن يُحلل العوامل المؤثرة في تقديم خدمات الرعاية الصحية مثل التمويل، الكوادر، البنية التحتية، والنظام الصحي العام.
- مدة المحاضرة: يذكر بالساعات (ساعتان نظري وثلاث ساعات عملي لكل شعبة أسبوعياً)**
(عدد الساعات للشعبة الواحدة في الاسبوع بضمنها العملي إذا كان جزء من النظري).

الأنشطة المستخدمة:

١. أنشطة تفاعلية صفية
٢. أسئلة عصف ذهني
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أساليب التقويم:

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٣. التغذية الراجعة النهائية (التقويم الختامي)، ويقصد به حل الأسئلة المعطاة كنشاط صفى في نهاية المحاضرة.
٤. قياس الفهم الفوري وتنشيط الانتباه والمشاركة.
٥. اختبار بسيط في نهاية المحاضرة (اختيار من متعدد أو صح وخطأ - ٥ أسئلة).
٦. طرح أسئلة مباشرة للطلبة أثناء الشرح

عنوان المحاضرة: (General concepts about health care services)
 إذ تتناول المحاضرة التعريف بخدمات الرعاية الصحية وأنواعها، والمستويات التي تُقدَّم من خلالها، مع توضيح الفرق بين الرعاية الأولية والثانوية والثالثية، وأهمية كل منها في النظام الصحي. كما تسلط المحاضرة الضوء على المبادئ العامة لتنظيم هذه الخدمات، والعوامل المؤثرة في فاعليتها وجودتها، مثل التمويل، الموارد البشرية، والبيئة التنظيمية.

The lecture 3

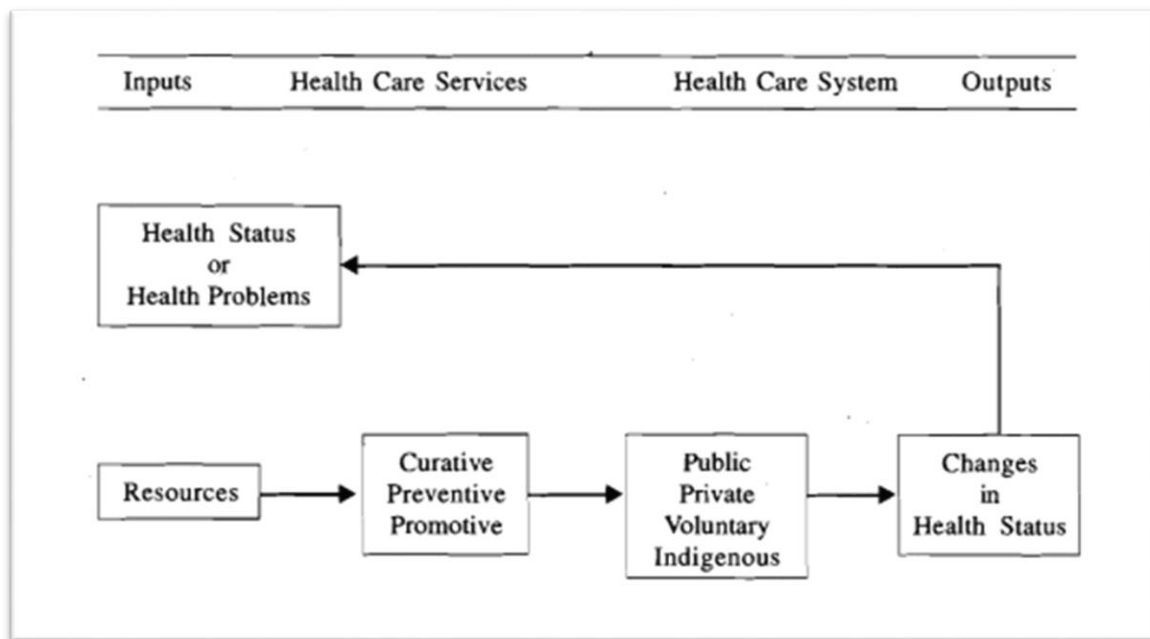
General Concepts about Health Care Services

1- HEALTH CARE

Since health is influenced by a number of factors such as adequate food, housing, basic sanitation, healthy lifestyles, protection against environmental hazards and communicable diseases, the frontiers of health extend beyond the narrow limits of medical care. It is thus clear that "health care" implies more than "medical care". It embraces a multitude of "services provided to individuals or communities by agents of promoting, maintaining, monitoring, or restoring health." Medical care is a subset of health care system.

2- Health System.

Health services are designed to meet the health needs of the community through the use of available knowledge and resources. It is not possible to define a fixed role for health services when the socioeconomic pattern of one country differs so much from another. The health services are delivered by the "health system" which constitutes the management sector and involves organisational matters.



Model of Health Care System

4- Health care services

Means any services provided by a health care professional, or by any individual working under the supervision of a health care professional, that relate to —

- (A)** The diagnosis, prevention, or treatment of any human disease or impairment; or
- (B)** The assessment or care of the health of human beings.

Healthcare services means all inpatient services (i.e., acute-care diagnostic and therapeutic inpatient hospital services), outpatient services (i.e., acute-care diagnostic and therapeutic outpatient services, including but not limited to ambulatory surgery and radiology services), and professional services (i.e., medical services provided by physicians or other licensed medical professionals). “Healthcare Services” does not mean management of patient care, such as through population health programs or employee or group wellness programs.

5- Types or Level of Health Care Services

Health care services can be categorized into three levels: primary, secondary, and tertiary. The trend is toward holistic care.

a- Primary: (Health Promotion and Illness Prevention)

The major purposes of health care are to promote wellness and prevent illness or disability. Illness prevention activities are directed at the individual, the family, and the community.

b- Secondary: (Diagnosis and Treatment)

Most services occur within this secondary type of health care. Acute treatment centers (hospitals) are still the predominant site of delivery of health care services ,where holistic care is promoted .

c- Tertiary: (Rehabilitation)

Restoring an individual to the state that existed before the development of an illness is the purpose of rehabilitative (or restorative) care. In situations in which the person is unable to regain previous functional abilities, the goal of rehabilitation is to help the client reach the optimal level of self-care.

6- Health Care Settings and Services:

Health care is provided within many different type of facilities to meet the needs of people. Examples of nursing activities various heaths care setting.

a- Hospitals: Hospitals provide both inpatient and outpatient services .

-Inpatient :Is a person who enters a hospital and stays overnight for an indeterminate time (ranging from days to months)

-Outpatients: Those who are not hospitalized overnight but who require diagnosis or treatment .

p- Primary care centers: Physicians and advanced practice nurse provide primary health care services in offices and clinics.

c- Ambulatory care centers and clinics: (Agencies that deliver medical care on an outpatient basis) may be located in hospitals ,may be a free- standing service provided by a group of health care providers who work together.

d- Home Health Care: Home health care is one of the most rapidly growing areas of health care system.

e- Long-Term care: Long-term care provides medical and nonmedical care for people with chronic illnesses or disabilities .Long-term care may extend for periods ranging from days to years.

الاسبوع الرابع والخامس

الهدف التعليمي (الهدف الخاص لكل للمحاضرة):

مفهوم التخطيط الاستراتيجي وأهميته في المؤسسات الصحية.

١. يوضح مراحل وخطوات إعداد الخطط الاستراتيجية (التحليل البيئي، تحديد الأهداف، وضع الاستراتيجيات، التنفيذ، التقييم).
٢. يميز بين التخطيط الاستراتيجي والتخطيط التشغيلي.
٣. يحلل العوامل الداخلية والخارجية المؤثرة في إعداد الخطط الاستراتيجية.
٤. يدرك دور التخطيط الاستراتيجي في تحسين جودة الخدمات واتخاذ القرار داخل المؤسسة الصحية.

مدة المحاضرة: (ساعتان نظري وثلاث ساعات عملي لكل شعبة أسبوعيا)

الأنشطة المستخدمة:

١. أنشطة تفاعلية صفية
٢. أسئلة عصف ذهني
٣. أنشطة جماعية (إذا تطلب الامر)
٤. واجب بيتي
٥. واجب الكتروني (ويفضل انشاء صفوف الكترونية Classrooms لدمج التعليم الحضوري بالتعليم الالكتروني حسب التوجهات الحديثة للتعليم والتعلم)
٦. مقارنة جماعية
٧. مشاهدة فيديو قصير
٨. ورقة عمل قصيرة
٩. نقاش مفتوح

أساليب التقويم:

١. التغذية الراجعة الفورية من قبل التدريسي (التقويم البنائي).
٢. اشراك الطلبة بالتقويم الذاتي (تصحيح اخطائهم بأنفسهم).
٣. التغذية الراجعة النهائية (التقويم الختامي)، ويقصد به حل الأسئلة المعطاة كنشاط صفي في نهاية المحاضرة.
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٥. اختبار بسيط في نهاية المحاضرة (اختيار من متعدد أو صح وخطأ - ٥ أسئلة).
٦. طرح أسئلة مباشرة للطلبة أثناء الشرح

حيث تتناول المحاضرة المفهوم العام للتخطيط الاستراتيجي في المؤسسات الصحية، وأهميته في توجيه الموارد والجهود نحو تحقيق الأهداف طويلة المدى. كما يتم شرح المراحل الأساسية للتخطيط الاستراتيجي، مثل تحليل البيئة الداخلية والخارجية، تحديد الرؤية والرسالة، صياغة الأهداف، اختيار البدائل، وخطط التنفيذ والتقييم، مع التطرق إلى تطبيقات عملية من القطاع الصحي.

The lecture 4,5

Strategic Planning

Strategy is a “military” term. It was Peter Drucker who pointed out the importance of strategic decision in 1955 in his book, “The Practice of Management”. Here he defined strategic decision as “all decision on business objectives and on the means to reach them.”

Strategic Planning – Meaning

Strategic planning means planning for strategies and implementing them to achieve organizational goals. It starts by asking oneself simple questions like- What are we doing? Should we continue to do it or change our product line or the way of working? What is the impact of social, political, technological and other environmental factors on our operations? Are we prepared to accept these changes etc.?

Strategic planning helps in knowing what we are and where we want to go so that environmental threats and opportunities can be exploited, given the strengths and weaknesses of the organization. Strategic planning is “a thorough self-examination regarding the goals and means of their accomplishment so that the enterprise is given both direction and cohesion.”

It is “a process through which managers formulate and implement strategies geared to optimizing strategic goal achievement, given available environmental and internal conditions.” Strategic planning is formalization of planning where plans are made for long periods of time for effective and efficient attainment of organizational goals. Strategic planning is based on extensive environmental scanning. It is a projection into environmental threats and opportunities and an effort to match them with organization's strengths and weaknesses.

Planning is something we do in advance of taking action; that is, it is anticipatory decision making. It is a process of deciding what to do and how to do it before action is required.

Strategic planning can be defined as a managerial process of developing and maintaining a viable fit between organization's objectives, skills and resources and its changing environment.

The company's strategic plan is the starting point for planning. It serves as a guide to the development of sound sub-plans to accomplish the organizational objectives. The aim of strategic planning is to help a company select and organize its businesses in a way that would keep the company healthy in spite of unexpected changes in the environment. It purports to shape or reshape the company's businesses and products so that they yield target profits and growth.

Strategic Planning – Definition

Strategic planning is the process of determining a company's long-term goals and then identifying the best approach for achieving those goals.

Strategic planning is an organization's process of defining its strategy or direction and making decisions on allocating its resources to pursue this strategy, including its capital and people.

Strategic planning is a process to determine or re-assess the vision, mission and goals of an organization and then map out objective (measurable) ways to accomplish the identified goals.

Strategic planning is systematic, formally documented process for deciding what are the handfuls of key decisions that an organization, viewed as a corporate whole must get right in order to thrive over the next few years.

Strategic planning is a continuous and systematic process where people make decisions about intended future outcomes, how outcomes are to be accomplished, and how success is measured and evaluated.

Strategic planning is the method by which a community continuously creates artifactual systems to serve extraordinary purpose.

Strategic planning is systematic process of determining goals to be achieved in the foreseeable future. It consists of – (i) Management's fundamental assumptions about the future economic, technological, and competitive environments. (ii) Setting of goals to be achieved within a specified timeframe. (iii) Performance of SWOT analysis. (iv) Selecting main and alternative strategies to achieve the goals. (v) Formulating, implementing, and monitoring the operational or tactical plans to achieve interim objectives.

Strategic planning is a coordinated and systematic process for developing a plan for the overall course or direction of the endeavour in order to optimizing the future potential.

Strategic planning is a business process that many companies employ to identify critical success factors that set the course for future growth and profits.

Defining Mission Statement:

The mission statement is a short, concise statement that describes what the organization will strive to bring about — the reason why the company exists in terms of its impact on the rest of the world.

Defining Vision Statement:

One of the functions of strategic planning is to inspire people in the organization to work towards the creation of a new state of affairs. The vision is a means of describing this desired future, but it works best to inspire and motivate if it's vivid — in other words, a vision should be a “picture” of the future. The visioning process is usually the very first step in the strategic planning process.

Defining Role Statement:

The mission statement would focus on results and outcomes, while the role statement gets more into the “how's”.

A good way to think about this is to first state your mission, add a byline to it, and then add a role.

For example, if the Mission of a startup organization is to “go where no man has gone before” there might be a set of role statements (usually there will be more than one). For example – To go where no man has gone before by building new technologies and starships that can...

Environmental Scan:

In terms of organizations and strategic planning, an environmental scan involves considering the factors that will influence the direction and goals of an organization. And, it includes consideration of both present and future factors that might affect the organization, since; we're planning for the future, not just the present.

For example, an environmental scan might project that in the next ten years, the number of people (potential customers) between the ages of 18-24 will increase from 30% to 40%. That's important information if we want to decide what kind of new products we might consider introducing into the marketplace.

Should we work on developing products targeted at a dwindling seniors population? Or should we develop products to take advantage of the shift to a youth dominated market. The environmental scan forces us to look at these factors.

Competitive Analysis:

A competitive analysis involves looking at those that compete in the market place, and using information about the competitors to identify where organizational strengths are relative to those competitors. One of the principles for becoming competitive is to leverage one's strengths with respect to competitors, and minimize the weaknesses.

Strategic Planning Goals:

Once we established a vision, mission and role, and done internal and external scans, we should have enough information to set goals for the period that our strategic plan covers. Goals in strategic planning can be either result oriented, or process oriented, although, it's probably better to have results oriented goals. For example – increase share price by 5%, increase return on capital investments by 10%, reduce employee turnover by 10%, bring three new products to market, and register 3 new patents. Bad and non-strategic goals are, for example, become the most regarded company in our field (too vague, hard to measure, improve customer service (vague), hire and retain more talented staff (vague).

Strategic Planning – Features

The following are the salient features of strategic planning:

1. Process of Questioning:

It answers questions like where we are and where we want to go, what we are and what we should be.

2. Time Horizon:

It aims at long-term planning, keeping in view the present and future environmental opportunities. It helps organizations analyses their strengths and weaknesses and adapt to the environment. Managers should be farsighted to make strategic planning meaningful.

3. Pervasive Process:

It is done for all organizations, at all levels; nevertheless, it involves top executives more than middle or lower-level managers since top executives envision the future better than others.

4. Focus of Attention:

It focuses organization's strengths and resources on important and high-priority activities rather than routine and day-to-day activities. It reallocates resources from non-priority to priority sectors.

5. Continuous Process:

Strategic planning is a continuous process that enables organizations to adapt to the ever-changing, dynamic environment.

6. Co-Ordination:

It coordinates organizations internal environment with the external environment, financial resources with non- financial resources and short-term plans with long-term plans.

Strategic Planning – Importance

Strategic planning offers the following benefits:

1. Financial Benefits:
2. Guide to Organizational Activities:
3. Competitive Advantage:
4. Minimizes Risk:
5. Beneficial for Companies with Long Gestation Gap:
6. Promotes Motivation and Innovation:
7. Optimum Utilization of Resources:

Difference Between Planning and Strategy

The most simple difference between strategy and planning

Put very simply, imagine a box on the floor that represents your organization:

- Strategy is choosing where to put the box, its size and even whether it is even a box.
- Planning is working inside the box, deciding what to do about the choices that were made. Of course you still need action, executing those choices.

Another way of looking at it is

- Strategy is about understanding your environment and making choices about what you will do. Think, if you like, of where and how to play.
- Planning is about making choices about how to use the resources you have and the actions you will take to achieve the choices made inside your strategy.



Planning is “Thinking before the action takes place”. It decides beforehand, what, when, how the task is to be accomplished. It is not exactly same as strategy, which is nothing but “a comprehensive plan.” The strategy is all about using a trick to gain success in a particular purpose. It is the skill of managing affairs of the enterprise.

BASIS FOR COMPARISON	PLANNING	STRATEGY
Meaning	Planning is thinking in advance, for the actions which are going to take place in the future.	Best plan opted for achieving the desired outcome.
What is it?	Planning is a road map accomplishing any task.	Strategy is the path chosen for achieving the objectives.
Related to	Thinking	Action
Basis	Assumptions	Practical considerations
Term	Depending upon the circumstances.	Long Term
Nature	Preventive	Competitive
Part of Management Functions	Yes	Sub-part of Decision Making
BASIS FOR COMPARISON	PLANNING	STRATEGY
Sequence	Second	First

LEVELS OF STRATEGY

The Three Levels are:

1. Corporate
2. Business
3. Functional

Corporate

This is the top layer of strategic planning, and is often associated with the organization's mission and values, though it is developed in much more significant depth. Corporate strategy is defined by those at the very top of the organization - managing directors and executive boards - and is an outline of the overall direction and course of the business. In effect, it defines:

Business

Business strategy generally emerges and evolves from the overarching corporate strategy which has been set by those at the helm. They are usually far more specific than corporate strategy and will likely be unique to different departments or subdivisions within the broader organization.

Functional

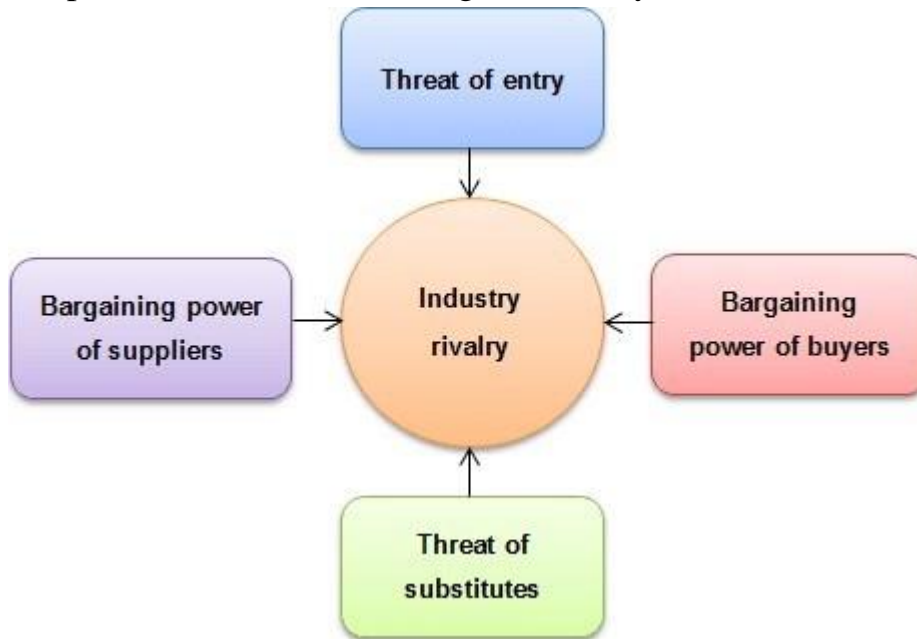
This (also known as Market-Level Strategy) refers to the day-to-day operation of the company, which will keep it functioning and moving in the correct direction. Whilst many organizations fail because they do not have an overarching corporate strategy, others fail because they have not developed plans for how to engage in everyday activities. Even with an overall direction you wish to head in, without a plan for how to successfully operate, an organization will be unable to progress. These will be numerous and will define very specific aspects and operations within smaller departments, teams, groups and activities.

Porter's Five Forces

Definition Porter's five forces model

is an analysis tool that uses five industry forces to determine the intensity of competition in an industry and its profitability level

Five forces model was created by M. Porter in 1979 to understand how five key competitive forces are affecting an industry. The five forces identified are:



These forces determine an industry structure and the level of competition in that industry. The stronger competitive forces in the industry are the less profitable it is. An industry with low barriers to enter, having few buyers and suppliers but many substitute products and competitors will be seen as very competitive and thus, not so attractive due to its low profitability.

Attractive Industry – High profits



- High barriers to enter
- Weak suppliers bargaining power
- Weak buyers bargaining power
- Few substitute products or services
- Low competition

Unattractive Industry – Low profits



- Low barriers to enter
- Strong suppliers bargaining power
- Strong buyers bargaining power
- Many substitute products or services
- Intense competition

It is every strategist's job to evaluate company's competitive position in the industry and to identify what strengths or weakness can be exploited to strengthen that position. The tool is very useful in formulating firm's strategy as it reveals how powerful each of the five key forces is in a particular industry.

Threat of new entrants. This force determines how easy (or not) it is to enter a particular industry. If an industry is profitable and there are few barriers to enter, rivalry soon intensifies. When more organizations compete for the same market share, profits start to fall. It is essential for existing organizations to create high barriers to enter to deter new entrants. Threat of new entrants is high when:

- Low amount of capital is required to enter a market;
- Existing companies can do little to retaliate;
- Existing firms do not possess patents, trademarks or do not have established brand reputation;
- There is no government regulation;
- Customer switching costs are low (it doesn't cost a lot of money for a firm to switch to other industries);
- There is low customer loyalty;
- Products are nearly identical;
- Economies of scale can be easily achieved.

Bargaining power of suppliers. Strong bargaining power allows suppliers to sell higher priced or low quality raw materials to their buyers. This directly affects the buying firms' profits because it has to pay more for materials. Suppliers have strong bargaining power when:

- There are few suppliers but many buyers;
- Suppliers are large and threaten to forward integrate;

- Few substitute raw materials exist;
- Suppliers hold scarce resources;
- Cost of switching raw materials is especially high.

Bargaining power of buyers. Buyers have the power to demand lower price or higher product quality from industry producers when their bargaining power is strong. Lower price means lower revenues for the producer, while higher quality products usually raise production costs. Both scenarios result in lower profits for producers. Buyers exert strong bargaining power when:

Buying in large quantities or control many access points to the final customer;
Only few buyers exist;

- Switching costs to other supplier are low;
- They threaten to backward integrate; ☐ There are many substitutes;
- ☐ Buyers are price sensitive.

Threat of substitutes. This force is especially threatening when buyers can easily find substitute products with attractive prices or better quality and when buyers can switch from one product or service to another with little cost. For example, to switch from coffee to tea doesn't cost anything, unlike switching from car to bicycle.

Rivalry among existing competitors. This force is the major determinant on how competitive and profitable an industry is. In competitive industry, firms have to compete aggressively for a market share, which results in low profits. Rivalry among competitors is intense when:

- There are many competitors;
- Exit barriers are high;
- Industry of growth is slow or negative;
- Products are not differentiated and can be easily substituted; ☐

Competitors are of equal size; ☐ Low customer loyalty.

Although, Porter originally introduced five forces affecting an industry, scholars have suggested including the sixth force: complements. Complements increase the demand of the primary product with which they are used, thus, increasing firm's and industry's profit potential. For example, iTunes was created to complement iPod and added value for both products. As a result, both iTunes and iPod sales increased, increasing Apple's profits.

Using the tool

We now understand that Porter's five forces framework is used to analyze industry's competitive forces and to shape organization's strategy according to the results of the analysis. But how to use this tool? We have identified the following steps:

Step 1. Gather the information on each of the five forces

Step 2. Analyze the results and display them on a diagram

Step 3. Formulate strategies based on the conclusions

Examples of SWOT analysis:

1. Wal-Mart:

- a. **Strengths** – Wal-Mart is a powerful retail brand. It has a reputation for value for money, convenience and a wide range of products all in one store.
- b. **Weaknesses** – Wal-Mart is the World's largest grocery retailer and control of its empire, despite its IT advantages, could leave it weak in some areas due to the huge span of control.
- c. **Opportunities** – To take over, merge with, or form strategic alliances with other global retailers, focusing on specific markets such as – Europe or the Greater China Region.
- d. **Threats** – Being number one means that you are the target of competition, locally and globally.

2. Starbucks:

- a. **Strengths** – Starbucks Corporation is a very profitable organisation, earning in excess of \$600 million in 2004.
- b. **Weaknesses** – Starbucks has a reputation for new product development and creativity.
- c. **Opportunities** – New products and services that can be retailed in their cafes, such as – Fair Trade products.
- d. **Threats** – Starbucks are exposed to rises in the cost of coffee and dairy products.

3. Nike:

- a. **Strengths** – Nike is a very competitive organisation. Phil Knight (Founder and CEO) is often quoted as saying that 'Business is war without bullets.'
- b. **Weaknesses** – The organisation does have a diversified range of sports products.
- c. **Opportunities** – Product development offers Nike many opportunities.
- d. **Threats** – Nike is exposed to the international nature of trade.

الاسبوع السادس والسابع

الهدف التعليمي (الهدف الخاص لكل للمحاضرة):

١. يتعرف الطالب على المفاهيم الأساسية لنظرية التنظيم وأهم مدارسها وتطورها التاريخي.
٢. أن يُميّز بين أنواع الهياكل التنظيمية المختلفة (الهرمي، الوظيفي، المصفوفي، الشبكي...).
٣. أن يُفسّر العوامل التي تؤثر في اختيار وتصميم الهيكل التنظيمي داخل المؤسسات الصحية.
٤. أن يُحلل العلاقة بين الهيكل التنظيمي وفعالية الأداء المؤسسي في القطاع الصحي.
٥. أن يُقيّم مدى ملائمة الهياكل التنظيمية لمواجهة التغيرات في بيئة العمل الصحي.

مدة المحاضرة: (ساعتان نظري وثلاث ساعات عملي لكل شعبة أسبوعيا) الأنشطة المستخدمة:

١. أنشطة تفاعلية صفية
٢. أسئلة عصف ذهني
٣. أنشطة جماعية (إذا تطلب الامر)
٤. واجب بيتي
٥. واجب الكتروني (ويفضل انشاء صفوف الكترونية Classrooms لدمج التعليم الحضوري بالتعليم الالكتروني حسب التوجهات الحديثة للتعليم والتعلم)
٦. مقارنة جماعية
٧. مشاهدة فيديو قصير
٨. ورقة عمل قصيرة
٩. نقاش مفتوح

أساليب التقويم:

١. التغذية الراجعة الفورية من قبل التدريسي (التقويم البنائي).
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٦. طرح أسئلة مباشرة للطلبة أثناء الشرح

عنوان المحاضرة: (Organizational theory and organizational structure design)
حيث تتناول المحاضرة الأسس النظرية لعلم التنظيم، مع استعراض أبرز المدارس التنظيمية (الكلاسيكية، السلوكية، الحديثة)، وشرح كيفية بناء وتصميم الهياكل التنظيمية في المؤسسات الصحية. كما يتم التركيز على أنواع الهياكل التنظيمية، والعوامل المؤثرة في اختيارها، ومدى انعكاس ذلك على كفاءة العمل وجودة الخدمات الصحية.

The lecture 6,7

Organizational Theory and Organizational structure design

Concept of Organization

An organization is a unit or a collection of people that are structured and managed to meet a need or pursue collective goals.

Concept of Theory

A theory on the other hand is a set of tested propositions commonly regarded as correct and can be used as principles of explanation and prediction for a class of phenomena.

Concept of Organizational Theory

Organizational theory is a field of study that examines how organizations are structured, managed, and operated. It encompasses a wide range of interdisciplinary perspectives, including sociology, psychology, economics, and management.

Organizational theory seeks to understand the dynamics of organizations, their behavior, and their interactions with the external environment. Organizational theory provides valuable insights into the structure, behavior, and functioning of organizations, helping managers, policymakers, and researchers understand and address the complexities of organizational life.

Key Takeaways:

- ❖ Organizational theory draws from various disciplines such as **sociology, psychology, economics, and management** to understand the **structure, behavior, and functioning** of organizations.
- ❖ Organizational theory examines key aspects such as organizational **structure, behavior, culture, change, and the external environment**.

Objectives of Organizational Theory

- 1. Understanding Organizational Dynamics:** Organizational theory aims to comprehend the structure, behavior, and functioning of organizations. By studying various aspects such as organizational structure, culture, behavior, and environment, theorists seek to uncover patterns, relationships, and mechanisms that shape organizational dynamics.
- 2. Explaining Organizational Behavior:** Organizational theory seeks to explain why organizations behave the way they do. It examines factors such as [leadership](#), [motivation](#), [communication](#), decision-making, and power dynamics to understand how individuals and groups interact within organizations and how these interactions influence organizational outcomes.
- 3. Predicting Organizational Outcomes:** Organizational theory strives to predict the outcomes and consequences of organizational actions and decisions. By developing models, frameworks, and theories based on empirical evidence and theoretical principles, theorists aim to anticipate how changes in organizational structure, strategy, culture, or external factors may impact organizational performance and effectiveness.
- 4. Improving Organizational Performance:** Ultimately, the overarching objective of organizational theory is to enhance organizational performance and effectiveness. By providing insights into the factors that contribute to success or failure in organizations, organizational theory informs managerial practice, strategic [planning](#), and organizational development efforts, helping leaders make informed decisions and implement effective strategies to achieve organizational goals.

Different Organization Theories

1. Classical Organization Theory
2. Neo-classical Organization Theory
3. Modern Theory

Classical Organization Theory

- The classical writers have **viewed organization as a machine** and persons as different components of that machine
- The classical theory has its origin in the writings of **Taylor**. However the main ideas of this theory have been developed by **Mooney, Brech, Allan and Urwick**.
- As per classical theory, where organization is treated as machine, the efficiency of the organization can be increased by making each individual efficient in it. For instance, Taylor emphasized on division of labor, fixing every day's work etc.

- The emphasis is more on specialization of performance and coordination of various activities.
- Classical theory completely ignores the human aspects of organization and deals exclusively with the formal structure that should be in an organization.

Criticisms of the Classical Theory

- Lack of Universality
- Unrealistic Assumptions
 - Organisation as a closed system, which once created will work smoothly & Static view of organisation
 - Considers human beings as inert machines
 - People at work can be motivated only through economic rewards
- Excessive reliance on the strength of key pillars (**excessive division of work leads to de-personalisation**)
- **Bureaucratic Behaviour** (mindless and strict adherence to rules & regulations)
- **Neglect of Human Factor** (no room for emotions & no consideration of the informal relations or influence of informal groups on performance)
- **Little scope for integration** (of people with organisation – decision-making is done by the top without consultation with the subordinates)

Neo-classical Organisation Theory

Concept

- The neo-classical theory has introduced the **Human Relations Approach** in the classical theory of organisation
- Organisation is a **combination of formal and informal forms** of organisation. The informal part was missing from the classical theory
- The **inspiration** of the neo-classical theorists were the **Hawthorne Experiments conducted by Mayo** and his associates from 1924 to 1932
- It **offers a more humanistic view** towards people at work, recognizes informal groups, group norms, informal leader, non-economic rewards, etc.

Propositions of the Neo-classical Theory

1. Organisation as a **social system** composed of several interacting parts
2. The **social environment affects the performance** of people and is also affected by them
3. **Informal organisation also exists** and it affects and is affected by formal organisation

4. **Integration** of organizational and individual goals
5. **People are inter-dependent** and their behaviour can be predicted in terms of social factors
6. **Money is only one of the motivators but not the sole motivator.** Men are diversely motivated and socio-psychological factors are more important
7. **Two-way communication** is essential for the smooth functioning of the organisation
8. **Team work** is necessary for higher productivity

Criticisms of the Classical Theory

- The theory has limited applicability and is not suitable for all organisations
- It lacks a unified approach
- Lays more emphasis on human aspects and other aspects of the organisation has been ignored

Modern Organization Theory:

Concept

- Modern Organization Theory is of recent origin having developed in the sixties and flourished in the seventies.
- This theory has an analytical base, and **relies on empirical research** and above all has integrating nature. It is highly constructive.
- It views the **organization as a system** and studies it in its **totality** as a **complex system of human relationships**.
- The theory gives answers to many complex questions ignored by classical or neo-classical theorists. The important questions are –
 - a) What are strategic parts of the system?
 - b) What is the nature of their inter-dependency?
 - c) What are the processes which link various parts of the system and facilitate their adjustment to each other?
 - d) What are the goals of the system?

Modern Organization Theory

Organization as a Social System

1. What are strategic parts of the system?
 - Individual
 - Formal organization

- Informal organisation
- Status and roles
- Physical setting & environment

2. What is the nature of their inter-dependency?

- All the parts function unitedly, cooperatively, and in collaboration with each other

3. Linking Process

- Communication
- Decision-making
- Balance

4. Goals

Appraisal of Modern Organisational Theory:

Key Highlights

- Organisation as an **open system** consisting of five basic elements – Input, Throughput, Output, Feedback, Environment
- **Dynamic** and ever changing environment
- **Adapts** to the changing environment
- Multi-level and **multi-dimensional approach**
- **Multi-disciplinary** – contribution of economics, sociology, psychology, anthropology, social work, etc.
- Goes beyond the structural aspects as in classical & neoclassical theories and proposes a **more integrative model**
- Studies organisations **as a whole and not in parts**

Concept Organizational structure

Organizational structure is the formal system of task and authority relationships that control how people coordinate their actions and use resources to achieve organizational goals.

Organization structure has three key components in its definition.

These components are that organization structure **designates formal reporting relationship**, including the number of levels in the hierarchy and the span of control of managers and supervisors.

organization structure **identifies the grouping together of individuals into departments** and of departments into the total organization

Organization structure includes the **design of the systems** to ensure effective communication, coordination and integration of effort across departments.

The above three elements of structure pertain to both vertical and horizontal aspects of organizing. In this case an ideal structure encourages employees to provide horizontal information and coordination where and when it is needed.

types of organizational structures?

- Functional structure
- Divisional structure
- Matrix structure
- Team structure
- Network structure
- Hierarchical structure
- Flat organization structure

Concept Organization Design

Organization Design is the procedure of making the specific choices about how to arrange the tasks and job relationships that comprise the organizational structure.

Contingencies affecting Organizational Design

1. The nature of Organizational environment
2. Advancement in technology, especially information technology
3. Human resource characteristics

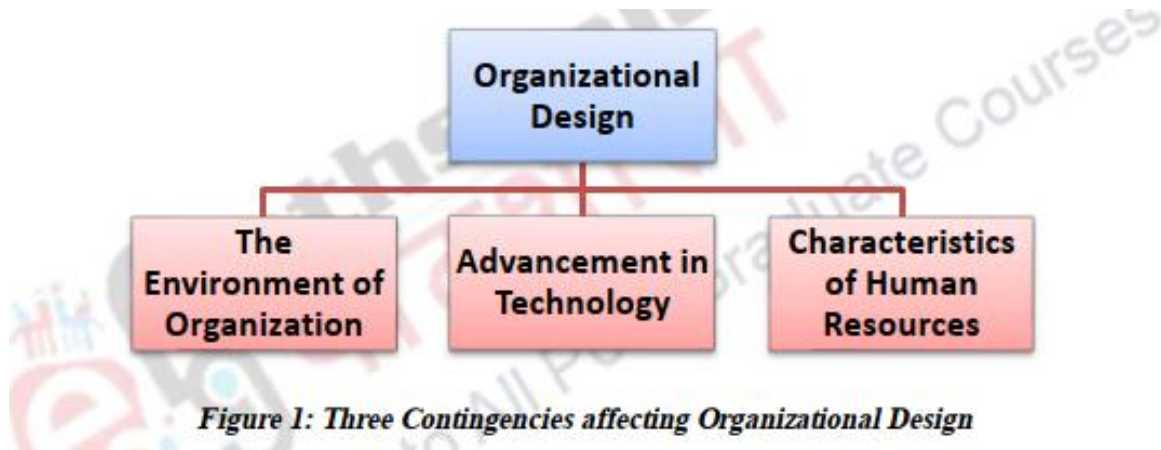


Figure 1: Three Contingencies affecting Organizational Design

الاسبوع الثامن

الهدف التعليمي (الهدف الخاص لكل للمحاضرة):

١. أن يُعرّف الطالب مفهوم الرقابة في السياق الإداري الصحي.
٢. أن يُوضّح أهداف الرقابة وأهميتها في تحسين جودة الأداء وتقديم الخدمات الصحية بكفاءة.
٣. أن يُميز بين أنواع الرقابة (الرقابة القبلية، المرحلية، البعدية) وتطبيقاتها في المؤسسات الصحية.
٤. أن يُفسر مراحل العملية الرقابية (تحديد المعايير - قياس الأداء - مقارنة النتائج - اتخاذ الإجراءات التصحيحية).
٥. أن يُناقش التحديات التي تواجه تطبيق الرقابة الفعالة في المؤسسات الصحية، ويقترح حلولاً لتحسينها.

مدة المحاضرة: (ساعتان نظري وثلاث ساعات عملي لكل شعبة أسبوعياً)

الأنشطة المستخدمة:

١. أنشطة تفاعلية صفية
٢. أسئلة عصف ذهني
٣. أنشطة جماعية (إذا تطلب الامر)
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٥. واجب الكتروني (ويفضل انشاء صفوف الكترونية Classrooms لدمج التعليم الحضوري بالتعليم الالكتروني حسب التوجهات الحديثة للتعليم والتعلم)
٦. مقارنة جماعية
٧. مشاهدة فيديو قصير
٨. ورقة عمل قصيرة
٩. نقاش مفتوح

أساليب التقويم:

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٢. اشراك الطلبة بالتقويم الذاتي (تصحيح اخطائهم بأنفسهم).
٣. التغذية الراجعة النهائية (التقويم الختامي)، ويقصد به حل الأسئلة المعطاة كنشاط صفي في نهاية المحاضرة.
٤. قياس الفهم الفوري وتنشيط الانتباه والمشاركة.
٥. اختبار بسيط في نهاية المحاضرة (اختيار من متعدد أو صح وخطأ - ٥ أسئلة).
٦. طرح أسئلة مباشرة للطلبة أثناء الشرح

عنوان المحاضرة: (Oversight in health organizations)
إذ تتناول المحاضرة مفهوم الرقابة كوظيفة أساسية من وظائف الإدارة، مع التركيز على دورها الحيوي في متابعة الأداء وتقييم جودة الخدمات داخل المؤسسات الصحية. كما تستعرض أنواع الرقابة، ومراحلها، وأساليب تطبيقها في البيئة الصحية، بالإضافة إلى مناقشة التحديات التي تواجه الرقابة الفعالة في هذا القطاع، وأهمية وجود نظام رقابي يدعم الشفافية والمساءلة.

The lecture 8

oversight in health Organizational

Definition of health oversight

Health oversight means an the employees or persons or entities to whom it has granted authority, that is authorized by law to oversee the health care system (whether public or private) or government programs in which health information is necessary to determine eligibility or compliance, or to enforce civil rights laws for which health information is relevant

Overseeing the health care system, encompasses activities such as

- oversight of health care plans
- oversight of health benefit plans
- oversight of health care providers
- oversight of health care and health care delivery
- oversight activities that involve resolution of consumer complaints
- oversight of pharmaceuticals, medical products and devices, and dietary supplements
- analysis of trends in health care costs, quality, health care delivery, access to care, and health insurance coverage for health oversight purposes.

HEALTH GOVERNANCE

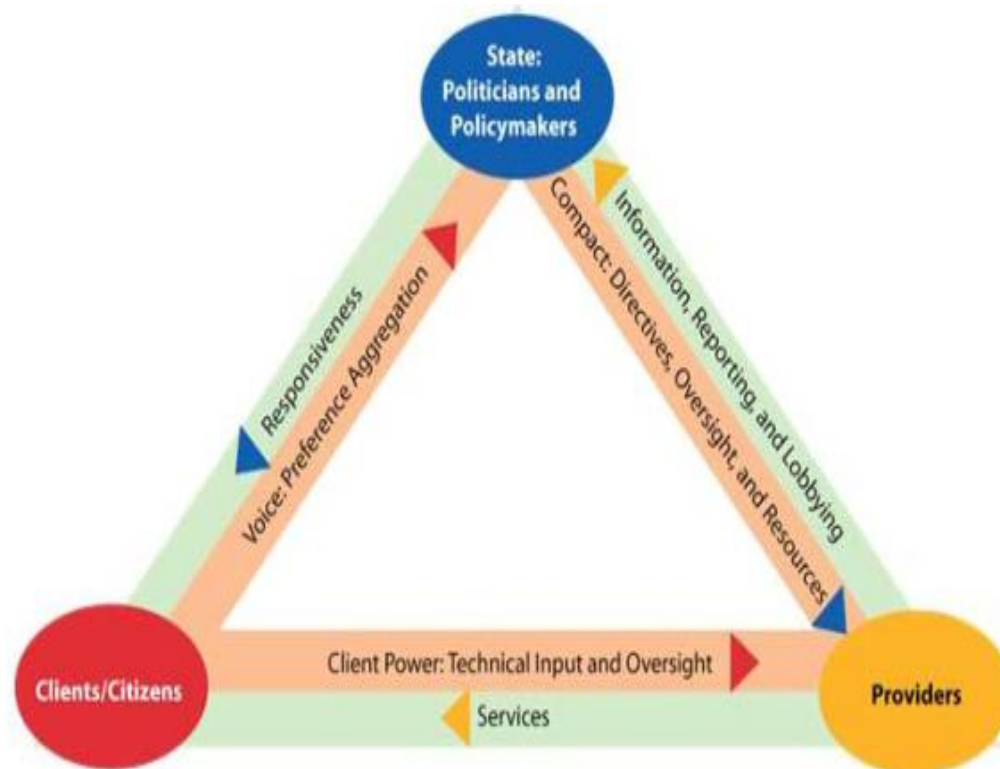
Governance in health systems is about developing and putting in place effective rules in the institutional for policies, programs, and activities related to fulfilling public health functions so as to achieve health sector objectives.

Rules that govern the distribution of roles/responsibilities and the interactions among :

- ❖ Beneficiaries/service users
- ❖ Political and government decision-makers, and
- ❖ Health service providers (public, private, nonprofit) That determine:
 - Health policies pursued

- Services provided
- Health resource allocation and use
- Distribution of costs
- Health outcomes to be achieved

HEALTH GOVERNANCE FRAMEWORK



Advantages of good health governance

- Responsiveness to public health needs and beneficiaries/citizens
- Responsible leadership to address public health priorities
- The legitimate exercise of beneficiaries'/citizens' voice
- Institutional checks and balances
- Clear and enforceable accountability
- Transparency in policymaking, resource allocation, and performance
- Evidence-based policymaking
- Efficient and effective service provision arrangements, regulatory frameworks, and management systems

الاسبوع التاسع

الهدف التعليمي (الهدف الخاص لكل للمحاضرة):

١. أن يُعرّف الطالب مفهوم التوجيه كأحد الوظائف الإدارية الأساسية.
٢. أن يُوضح أهمية التوجيه في تحفيز العاملين وتنسيق جهود الفريق داخل المؤسسات الصحية.
٣. أن يُميّز بين أساليب التوجيه المختلفة (التواصل، التحفيز، القيادة، حل المشكلات) في بيئة العمل الصحي.
٤. أن يُحلل أثر التوجيه الفعّال على كفاءة الأداء وتحقيق الأهداف التنظيمية.
٥. أن يُناقش التحديات التي تواجه القادة في ممارسة التوجيه في المؤسسات الصحية، ويقترح حلولاً مناسبة.

مدة المحاضرة: (ساعتان نظري وثلاث ساعات عملي لكل شعبة أسبوعيا

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٦. طرح أسئلة مباشرة للطلبة أثناء الشرح

عنوان المحاضرة: (Guidance)

حيث تتناول المحاضرة وظيفة التوجيه كجزء محوري من العملية الإدارية، مع التركيز على دورها في تنسيق الجهود، تحفيز العاملين، تعزيز بيئة العمل الإيجابية، ورفع كفاءة الأداء. كما تسلط الضوء على أساليب التوجيه الفعالة التي يستخدمها القادة والمديرون في المؤسسات الصحية، وتناقش المهارات المطلوبة لتوجيه الفرق الصحية بطريقة تحقق الأهداف التنظيمية وتحسن من جودة الخدمات المقدمة.

The lecture 9 **Guidance**

Definition of Guidance

Guidance in management can be defined as: – “The act or process of guiding” or “The one who shows the way by leading, directing, or advising. “ or “The one who serves as a model for others, as in a course of conduct.”

If we will analyzer the above definition we observe the following characteristics of guidance. These are:-

- a) Guidance is a process
- b) Guidance is a continuous process
- c) It is concerned with problem & choice .
- d) It is an assistance to the individuals in the process of development .
- e) It is both a generalized & specialized service
- f) It is a service meant for all.

Purpose of Guidance

- a) To serve the individual and the society
- b) To prevent maladjustment and dissatisfaction
- c) To ensure efficient use of man power

There are benefits for both employers and employees of guidance.

For employers:

- a) Guidance may help identify training needs.
- b) Guidance and lifelong learning can lead to the development of skills which are useful to the employer.
- c) Guidance and participation in learning can improve team working.
- d) Workers are likely to be more loyal and committed to their work if their employer is considerate of their needs and shows how much employees are valued.

- e) Feeling valued by the employer reduces staff turnover.
- f) Offering guidance or help with guidance improves the company image.

For employees:

- a) Access to guidance increases knowledge and the range of options.
- b) Guidance can increase self-confidence and self-esteem.
- c) Learning as an adult can restore confidence in the ability to learn, both on formal courses and in the workplace.
- d) Learning may lead to valued qualifications which assist in career progression within the firm.
- e) Workers can reflect on their work situation within a guidance setting.

FUNCTIONS OF GUIDANCE

Adjective functions -:

The adjective function of guidance means it helps in making appropriate adjustment to the current situation, may be in the educational institution, occupational world, in the home or the community.

Oriental functions -:

In order to adjust in different situation either by selecting his choices or solving his problems. One must have details information about the same. This is possible by proper guidance. Guidance orients one about the problem of career planning, educational programming and direction towards long-term personal aims and values.

Development functions -:

The oriental function of guidance not only helps one to get rid of problems but helps to check it. It contributes to the self-development and self-realization. It is also an instrument of social and national development.

PRINCIPLES OF GUIDANCE

- a) The dignity of the individual is supreme
- b) Each individual is different from every other individual .
- c) The primary concern of guidance is the individual in his own social settings .
- d) The attitude and personal perceptions of the individuals are the bases on which he acts .
- e) The individual generally acts to enhance his perceived self.
- f) The individual has the innate ability to learn and can be helped to make choices that will lead to self-direction consistent with social improvement .
- g) Each individual may at times need the information and personalized assistance best given by competent professional personnel.

The principles of guidance are based on some assumptions .

They are:-

- a) Every individual has talents .
- b) Excellence is possible
- c) Problems mar growth
- d) There are individual differences
- e) Environment provides innumerable opportunities.

TYPES OF GUIDANCE

In order to solve various types of problems we need different types of guidance services. 'Paterson' has suggested five types of Guidance .

- a) Educational Guidance .
- b) Vocational Guidance .
- c) Personal Guidance .
- d) Economic Guidance .
- e) Health Guidance.

الاسبوع العاشر

الهدف التعليمي (الهدف الخاص لكل للمحاضرة):

١. أن يُعرّف الطالب مفهوم اتخاذ القرار ومفهوم حل المشكلات في السياق الإداري الصحي.
٢. أن يُوضح خطوات عملية اتخاذ القرار الإداري وأسسها العلمية.
٣. أن يُبين العلاقة بين التفكير التحليلي وحل المشكلات في بيئة العمل الصحي.
٤. أن يُميز بين أنواع القرارات (روتينية، غير روتينية، فردية، جماعية) وكيفية التعامل معها.
٥. أن يُطبق نماذج عملية لاتخاذ القرار وحل المشكلات باستخدام أمثلة من المؤسسات الصحية.

مدة المحاضرة: (ساعتان نظري وثلاث ساعات عملي لكل شعبة أسبوعيا)

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٦. طرح أسئلة مباشرة للطلبة أثناء الشرح

عنوان المحاضرة: (Decision making and problem solving)

حيث تتناول المحاضرة المفاهيم الأساسية لعملية اتخاذ القرار وأساليب حل المشكلات، مع التركيز على تطبيقها في بيئة العمل الصحي. يتم استعراض مراحل اتخاذ القرار، وأنواعه، والعوامل المؤثرة فيه، إضافة إلى عرض منهجيات وأساليب تحليل المشكلات واقتراح الحلول الملائمة لها. كما تُناقش المحاضرة أهمية التفكير المنطقي والمنهجي في دعم الكفاءة الإدارية وتحقيق نتائج فعّالة داخل المؤسسات الصحية.

The lecture 10

Decision-making and Problem solving

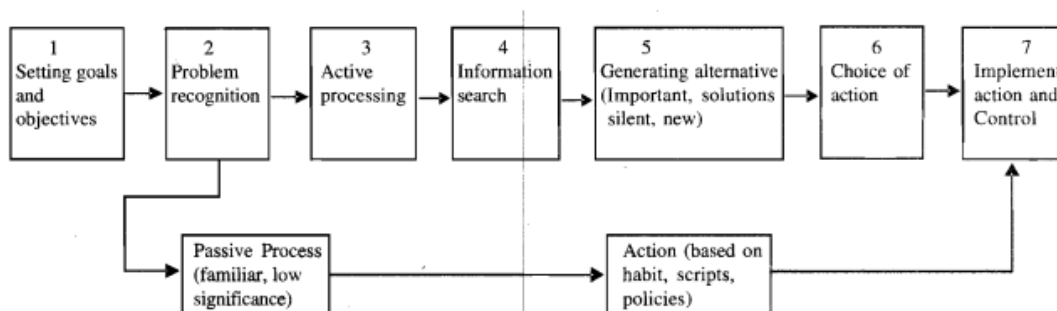
Definition Decision making

Decision-making is a mental process aimed at selecting the best alternative from a range of options to achieve a specific goal. It is one of the essential life skills, whether in personal or professional life.

Decision-making is a mechanism for making choices at each step of the problem-solving process.

Stages of decision-making:-

- Identifying the Problem or Goal:** Clearly understanding the issue or defining the goal helps guide the search for suitable solutions.
- Gathering Information:** Collecting and analyzing information related to the problem or available options helps in making a better decision.
- Analyzing Alternatives:** After gathering information, the next step is to analyze the available alternatives, such as evaluating the advantages and disadvantages of each option.
- Choosing a Decision:** Based on the analysis, the best option to achieve the desired goal is chosen.
- Implementation:** Once the decision is made, it should be implemented effectively to achieve the desired outcomes.
- Evaluation and Review:** After implementing the decision, the results are evaluated to ensure that the goals are met. Reviewing the process allows for learning from the experience and improving future decisions.



Stages of decision-making

Decision-Making Strategies

a) Decision Analysis:

This involves analytical tools like decision trees and charts that help individuals visualize potential outcomes for each option, thus improving decision quality.

b) Creative Thinking:

Creative thinking is an effective way to broaden the range of available options, enabling individuals to generate innovative solutions rather than sticking to conventional options.

c) Brainstorming:

A highly effective method for discovering new ideas, especially in work environments, where team members exchange ideas openly regarding the decision.

d) Elimination Method:

In this method, unsuitable options are gradually excluded until the best choice remains. This method is helpful in situations with multiple options.

e) Scenario Analysis:

This approach involves envisioning different possible outcomes for each decision, which helps prepare for potential challenges.

Types of Decision Making

- a) **Strategic Decisions:** These relate to long-term plans and are typically made at higher management levels.
- b) **Tactical Decisions:** These involve daily activities and help achieve operational goals.
- c) **Emergency Decisions:** These are made in crisis or emergency situations and must be quick and effective.

Decision-Making Theories

a) Expected Utility Theory:

This theory is based on the idea that individuals make decisions to achieve the greatest possible benefit. They calculate the expected utility of each option and choose the one that they believe will yield the highest benefit.

b) Perception Theory:

This theory focuses on how an individual perceives the problem or situation. Perception is a crucial part because individuals tend to view matters differently based on their experiences and knowledge.

c) Multi-Criteria Decision Analysis (MCDA):

This theory is used when individuals need to make decisions involving several criteria. Options are evaluated based on specific criteria, and then ranked from most to least preferred.

d) Behavioral Decision Theory:

This theory examines how human behavior and emotions influence the decision-making process, as individuals are not always entirely rational, and emotions and personal experiences can impact their decisions.

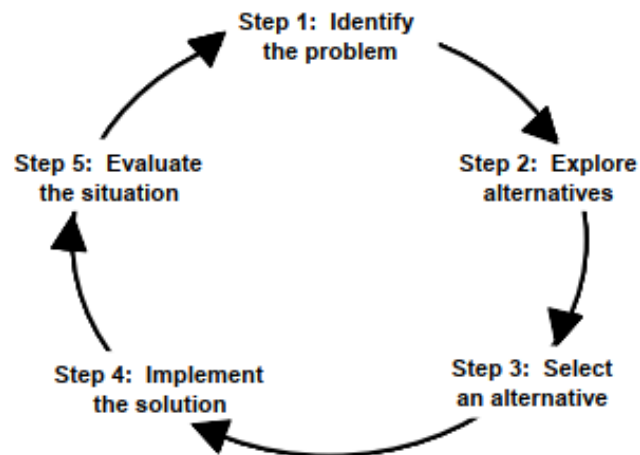
Definition Problem solving -:

Problem solving is a systematic process that helps individuals or teams identify, analyze, develop appropriate solutions, implement, and evaluate results. These skills are essential in daily life and work, enabling efficient and effective handling of challenges.

Problem solving is a set of activities designed to analyze a situation systematically and generate, implement, and evaluate solutions.

Steps of Problem Solving:

- a) **Define the problem:** Clearly identifying the problem is the first critical step, including understanding its dimensions, causes, and impact.
- b) **Analyze the causes:** Understanding the root causes helps prevent recurrence. Tools like "Root Cause Analysis" or "Fishbone Diagram" can be used to identify causes.
- c) **Suggest possible solutions:** Generate ideas for different solutions, whether through brainstorming or discussing available options.
- d) **Evaluate solutions:** Assess solutions based on various criteria like effectiveness, cost, time, and impact.
- e) **Choose the best solution:** After evaluation, select the solution that seems most effective and suitable.
- f) **Implement the solution:** Take practical steps to execute the chosen solution and monitor implementation to ensure the process runs smoothly.
- g) **Evaluate results:** After execution, review the outcomes and analyze how well the solution met the expected goals.



Steps of Problem Solving

Different Problem-Solving Strategies:

1 .Logical Analysis:

This approach requires objective thinking, breaking the problem into smaller parts for detailed analysis.

Used in situations requiring a deep understanding of the problem details.

Example: If a team's performance is declining, analyzing each member's performance and identifying specific factors can help.

2 .Creative Thinking:

Involves using creativity to come up with unconventional solutions.

Suitable for situations that need new ideas or where traditional solutions are ineffective.

Example: If a company struggles to attract new clients, thinking of innovative marketing approaches might help.

3 .Trial and Error:

Relies on testing different solutions to find the most effective one.

Useful when there is limited data about the problem.

Example: When developing a new product, trying multiple designs and gathering customer feedback can identify the best option.

4 .Root Cause Analysis:

Focuses on discovering the underlying causes of the problem instead of treating surface symptoms.

Example: If there is a recurring error in financial reports, looking into the processes rather than merely fixing visible errors can help.

5 .Team Collaboration:

Involving a group of individuals in the problem-solving process brings diversity in ideas.

Example: When facing a challenge in a project, organizing a meeting with team members to discuss potential solutions can be beneficial.

Practical Example of Problem Solving

Problem: A project is delayed and facing obstacles in certain stages.

Steps:

- 1 .Define the problem: The project is delayed, and the reason for the delay is the unavailability of one resource.
- 2 .Analyze the causes: Possible reasons could be the lack of contingency plans for resources or underestimating the required time.
- 3 .Suggest solutions:
 - Look for alternatives for the required resource.
 - Redistribute tasks to make up for lost time.
 - Request additional support from the team or suppliers.
- 4 .Evaluate solutions: Choose alternatives that provide the highest effectiveness at the lowest cost.
- 5 .Implement the solution: Execute the agreed-upon steps.
6. Evaluate results: Ensure adherence to the new plan and monitor progress regularly.

الاسبوع الحادي عشر

الهدف التعليمي (الهدف الخاص لكل للمحاضرة):

١. أن يُعرّف الطالب أهمية السجلات والتوثيق والتقارير في الإدارة الصحية.
٢. أن يُميز بين أنواع السجلات الصحية (الإدارية، الطبية، المالية) وأغراض استخدامها.
٣. أن يُوضح عناصر التقرير الإداري الجيد وكيفية إعداد التقارير الصحية الفعالة.
٤. أن يُدرك دور التوثيق في دعم القرار الإداري وضمان الشفافية والمساءلة داخل المؤسسة الصحية.
٥. أن يُحلل الآثار السلبية لضعف التوثيق على جودة الخدمة وسلامة المرضى.

مدة المحاضرة: (ساعتان نظري وثلاث ساعات عملي لكل شعبة أسبوعيا)

الأنشطة المستخدمة:

١. أنشطة تفاعلية صفية
٢. أسئلة عصف ذهني
٣. أنشطة جماعية (إذا تطلب الامر)
٤. واجب بيتي
٥. واجب الكتروني (ويفضل انشاء صفوف الكترونية Classrooms لدمج التعليم الحضوري بالتعليم الالكتروني حسب التوجهات الحديثة للتعليم والتعلم)
٦. مقارنة جماعية
٧. مشاهدة فيديو قصير
٨. ورقة عمل قصيرة
٩. نقاش مفتوح

أساليب التقويم:

١. التغذية الراجعة الفورية من قبل التدريسي (التقويم البنائي).
٢. اشراك الطلبة بالتقويم الذاتي (تصحيح أخطائهم بأنفسهم).
٣. التغذية الراجعة النهائية (التقويم الختامي)، ويقصد به حل الأسئلة المعطاة كنشاط صفى في نهاية المحاضرة.
٤. قياس الفهم الفوري وتنشيط الانتباه والمشاركة.
٥. اختبار بسيط في نهاية المحاضرة (اختيار من متعدد أو صح وخطأ - ٥ أسئلة).
٦. طرح أسئلة مباشرة للطلبة أثناء الشرح

عنوان المحاضرة: (Records. Reports and Documentation)

حيث تتناول المحاضرة أهمية السجلات الإدارية والصحية في دعم كفاءة العمل المؤسسي، وشرح أنواع السجلات والتقارير المستخدمة في المؤسسات الصحية، ومكوناتها، وأسس إعدادها بشكل علمي ومنهجي. كما تسلط الضوء على أهمية التوثيق في حفظ الحقوق، وضمان استمرارية الرعاية، وتعزيز الشفافية والمساءلة، بالإضافة إلى بيان المخاطر المترتبة على ضعف أو غياب نظام التوثيق الجيد.

The lecture 11

Reports, Records and Documentation

Documentation It is the process of communicating in written form about essential facts for the maintenance of continuous history of events over a period of time.

Records is the permanent written communication that documents information relevant to a client's health care management.

Reports : Summarizes the services of the person or personal and of the agency . Or are oral or written exchange of information shared between nurses or a number of persons.

Importance of records and reports Documentation:-

- g) Communication
- h) Planning Client Care
- i) Auditing Health agencies
- j) Research
- k) Education
- l) Reimbursement
- m) Legal Documentation
- n) Health Care Analysis

Principles of effective documentation:

Nursing notes must be logical, focused, and relevant to care, and must represent each phase in the nursing process. Documentation requirements will differ depending on :

- a. Health care facility (hospital, nursing home, home health agency)
- b. Setting within the facility (e.g., emergency room, medical-surgical unit)
- c. Client populations (e.g., obstetrics, pediatrics, geriatrics).

Elements of Effective Documentation: Effective documentation requires:

- a) Use of a common vocabulary (Proper use of spelling and grammar)
- b) Identify the client, and write in ink .

- c) Legibility and neatness .
- d) Use of only authorized abbreviations and symbols .
- e) Factual and time-sequenced organization .
- f) Accurately including any errors that occurred

Forms for recording data:

All of the following forms are designed to facilitate record keeping, reduce duplicate activity, and ensure quick and easy access to information .

1- **Kardex** (Client profile and client summary sheets): usually contains the following information :

- a) Client data: Name, age, marital status, religious preference .
- b) Medical diagnoses: Listed by priority .
- c) Nursing diagnoses: Listed by priority .
- d) Medical orders: Diet, medications, IV therapy, treatments, diagnostic tests and procedures (inclusive of dates and results), and consultations

2- **Flow Sheets:** Vertical or horizontal columns for recording dates and times and related assessment and intervention information. Also included notes on:

- a) Client teaching .
- b) Use of special equipment .
- c) IV Therapy.

3- **Nurse's Progress Notes:** Used to document:

- a) Interventions .
- b) Client's response to interventions .
- c) Achievement of outcomes.

4- **Discharge Summary includes:**

- a) The client's status at admission and discharge .
- b) A brief summary of the client's care .
- c) Intervention and education outcomes .
- d) Resolved problems and continuing care needs for unresolved problems, inclusive of referrals.
- e) Client instructions regarding medications, diet, food, drug interactions, activity, treatments, follow-up instructions, and other special needs.

General Documentation Guidelines:

- a) Ensure that you have the correct client record or chart and that the client's name and identifying information are on every page of the record .
- b) Document as soon as the client encounter is concluded to ensure accurate recall of data (follow institutional guidelines on frequency of charting)
- c) Date and time each entry .
- d) Sign each entry with your full legal name and with your professional credentials, or per your institutional policy .
- e) Do not leave space between entries .

- f) If an error is made while documenting, use a single line to cross out the error, then date, time, and sign the correction (check institutional policy) avoid erasing, crossing out, or using correction fluid .
- g) Never change another person's entry, even if it is incorrect.
- h) Document in chronological order (if chronological order is not used, state Why)
- i) Write legibly .
- j) Use a permanent-ink pen (black is usually preferable because of its ability to photocopy well)
- k) Document in a complete but concise manner by using phrases and abbreviations as appropriate .
- l) Document all telephone calls that you make or receive that are related to a client's case.

الاسبوع الثاني عشر

الهدف التعليمي (الهدف الخاص لكل للمحاضرة):

١. أن يُعرّف الطالب مفهوم التحفيز وأهميته في بيئة العمل الصحي.
٢. أن يُميّز بين أنواع الحوافز (المادية والمعنوية) وأثرها على أداء العاملين.
٣. أن يُوضح النظريات الأساسية في التحفيز (مثل: ماسلو، هيرزبرغ، ماكلياند) وتطبيقاتها في المؤسسات الصحية.
٤. أن يُحلل العلاقة بين التحفيز والرضا الوظيفي والإنتاجية داخل المؤسسات الصحية.
٥. أن يُناقش تحديات تحفيز الكوادر الصحية في ظل نقص الموارد أو الضغط الوظيفي، ويقترح آليات مناسبة لمعالجتها.

مدة المحاضرة: (ساعتان نظري وثلاث ساعات عملي لكل شعبة أسبوعيا) الأنشطة المستخدمة:

١. أنشطة تفاعلية صفية
٢. أسئلة عصف ذهني
٣. أنشطة جماعية (إذا تطلب الامر)
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٥. واجب الكتروني (ويفضل انشاء صفوف الكترونية Classrooms لدمج التعليم الحضوري بالتعليم الالكتروني حسب التوجهات الحديثة للتعليم والتعلم)
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٧. مشاهدة فيديو قصير
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أساليب التقويم:

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٦. طرح أسئلة مباشرة للطلبة أثناء الشرح

عنوان المحاضرة: (Motivating workers in health organizations)

حيث تتناول المحاضرة مفهوم التحفيز كأحد العناصر الأساسية في إدارة الموارد البشرية، وتبرز أهميته في رفع كفاءة العاملين وتحسين جودة الخدمات الصحية. كما تستعرض النظريات الرئيسية في التحفيز وتطبيقاتها في بيئة العمل الصحي، مع التركيز على أنواع الحوافز، والعوامل التي تؤثر في دافعية العاملين، وأفضل الأساليب لتحفيز الكوادر الصحية في ظل التحديات التي تواجه المؤسسات الصحية.

The lecture 12

Motivating workers in health organization

Definition of Motivation: Motivation is the process of driving individuals to achieve their goals by providing encouraging factors that enhance satisfaction and productivity. In healthcare, motivation goes beyond merely increasing performance and contributes to building a healthy and sustainable environment for employees.

Motivating employees in healthcare institutions is critical for ensuring high-quality patient care, enhancing job satisfaction, and reducing turnover rates. Unlike other sectors, healthcare workers often face unique stressors, including high-pressure environments, emotionally demanding tasks, and long shifts. Therefore, healthcare organizations need to implement effective motivation strategies tailored to their workforce's specific needs to improve overall performance and employee well-being.

Importance of Employee Motivation in health organization

Improving Performance and Service Quality: How motivation leads to higher employee efficiency and better quality of care for patients.

Reducing Burnout: How proper motivation can reduce stress levels and limit burnout.

Retention of Skilled Employees: The role of motivation in reducing resignation rates and retaining highly skilled employees in the institution.

Types of Motivation

1- Financial Motivation

- a) **Competitive Salaries:** Comparing salaries with similar institutions can increase employee satisfaction as they feel their value is recognized.
- b) **Monthly or Annual Incentives:** Rewards based on outstanding performance or achieving specific goals, such as a certain level of patient satisfaction or reducing medical errors.
- c) **Insurance and Health Benefits:** Providing comprehensive health coverage for employees and their families is one of the key forms of motivation in healthcare institutions.

2- Non-Financial Motivation

- a) **Training and Professional Development:** Giving employees opportunities for professional development through training courses and workshops enhances their skills and gives them a sense of achievement.
- b) **Personal Recognition and Appreciation:** For example, awarding certificates or prizes for outstanding contributions and announcing their achievements in meetings or internal newsletters.
- c) **Healthy and Safe Work Environment:** Providing a comfortable and safe work environment, including rest rooms, dining areas, and relaxation spaces.

Key Factors Influencing Motivation in health organization

- a) **Work Environment:** A supportive and safe work environment plays a significant role in motivation. Clean, well-equipped facilities and adequate safety measures help reduce stress and improve job satisfaction.
- b) **Leadership and Management:** Effective leadership is crucial in motivating healthcare workers. Leaders who are transparent, supportive, and appreciative can inspire employees to perform their best. Managers who provide constructive feedback and involve employees in decision-making foster a sense of ownership and pride in their work.
- c) **Professional Development:** Healthcare workers are highly skilled professionals who benefit from continuous learning. Offering training, workshops, and opportunities for career advancement can enhance motivation by fulfilling their desire for growth and career progression .
- d) **Recognition and Rewards:** Recognition, whether through verbal appreciation, awards, or promotions, reinforces employees' sense of value. Reward systems that include bonuses, salary increments, or additional benefits can also serve as strong motivators .
- e) **Work-Life Balance:** Healthcare is a demanding field, often requiring employees to work long and irregular hours. Ensuring a healthy work-life balance through flexible schedules, sufficient time off, and wellness programs can prevent burnout and promote sustained motivation.
- f) **Job Security and Stability:** In high-stress sectors like healthcare, job security is a critical motivational factor. When employees feel secure in their positions, they are more likely to focus on delivering quality care without the added stress of job insecurity.

Strategies for Enhancing Employee Motivation in health organization

- a) **Implement Recognition Programs:** Establish formal recognition programs that reward outstanding performance. Monthly awards, "Employee of the Month" titles, and annual ceremonies for exceptional staff members can boost morale and motivate others.
- b) **Provide Continuous Training:** Offer regular training sessions to help employees advance their skills. Healthcare institutions can partner with universities or medical associations to provide access to relevant courses, certifications, and workshops.

- c) **Develop Clear Communication Channels:** Ensure transparent and open communication between management and staff. Regular meetings, feedback sessions, and a clear line of communication for addressing grievances make employees feel heard and respected .
- d) **Encourage Team Collaboration:** Creating a team-oriented culture helps employees feel connected to their peers and work collaboratively. This can be achieved by organizing team-building activities, interdisciplinary rounds, and joint decision-making processes.
- e) **Introduce Flexible Scheduling:** Where possible, introduce flexible work schedules to help employees balance personal and professional responsibilities. Instituting policies for shift-swapping or allowing part-time work can greatly enhance employee satisfaction.
- f) **Improve Physical Work Conditions:** Healthcare institutions should ensure clean, well-equipped workspaces, providing necessary resources and equipment to facilitate the staff's duties. This shows the organization's commitment to employee welfare and productivity.

Case Study: Cleveland Clinic

Location: United States

Institution: Cleveland Clinic, one of the world's leading hospitals, known for providing exceptional medical care.

Challenges

Cleveland Clinic faced challenges related to employee retention and managing employee stress due to high work pressure. The institution also needed to improve employee engagement and enhance the quality of care provided to patients.

Motivational Strategies Implemented

1" **.Protective Care" Program:** This program includes psychological support sessions for employees, allowing them to talk about work pressures and their impact. The goal is to improve employees' mental health and reduce stress stemming from working in a demanding environment.

2 **.Employee Recognition through Award Programs:** The hospital established a program to honor outstanding employees, where an "Employee of the Month" is selected based on exceptional performance and dedication, giving employees a sense of appreciation for their efforts.

3 **.Continuous Training and Development:** Providing professional development opportunities through specialized training courses and workshops for nurses, doctors, and other staff members, which boosts the feeling of professional advancement and personal benefit.

4 .Improving Work-Life Balance: Offering flexible work schedules and facilitating access to family support programs like on-site childcare. This helped employees balance their responsibilities at work with their personal lives.

5 .Regular Communication: Cleveland Clinic created regular communication channels between management and employees to exchange ideas and opinions and allow employees to share their suggestions on how to improve the work environment.

Results

- a) Increased Job Satisfaction: Thanks to these programs, employees reported higher levels of satisfaction, as they felt recognized and that the institution cared for their health and well-being.
- b) Enhanced Productivity: Motivated employees were more productive and dedicated to their work, which helped improve the quality of healthcare patients received.
- c) Reduced Employee Turnover: After implementing these motivational programs, the hospital observed a decrease in resignation rates, which helped maintain stable healthcare teams and enhanced cumulative experience levels.

This case study exemplifies how motivation can lead to tangible positive results, from improving employees' mental health to raising the quality of care provided.

الاسبوع الثالث عشر والرابع عشر

الهدف التعليمي (الهدف الخاص لكل للمحاضرة):

١. أن يُعرّف الطالب مفهوم الأمن والسلامة المهنية في المؤسسات الصحية وأهميتها.
٢. أن يُميز بين مكونات نظام السلامة المهنية ومتطلبات تطبيقه وفقاً للمعايير الوطنية والدولية.
٣. أن يُوضح المخاطر المهنية الشائعة في بيئة العمل الصحي (مثل العدوى، المواد الكيميائية، الإجهاد، الحريق).
٤. أن يُحلل العلاقة بين الإدارة الفعّالة للسلامة المهنية وتحسين بيئة العمل وجودة الخدمة الصحية.
٥. أن يُقيّم دور الإدارة في وضع السياسات والإجراءات التي تضمن أمن وسلامة العاملين والمرضى على حد سواء.

مدة المحاضرة: (ساعتان نظري وثلاث ساعات عملي لكل شعبة أسبوعياً) الأنشطة المستخدمة:

١. أنشطة تفاعلية صفية
٢. أسئلة عصف ذهني
٣. أنشطة جماعية (إذا تطلب الامر)
٤. واجب بيتي
٥. واجب الكتروني (ويفضل انشاء صفوف الكترونية Classrooms لدمج التعليم الحضوري بالتعليم الالكتروني حسب التوجهات الحديثة للتعليم والتعلم)
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٩. نقاش مفتوح

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٣. التغذية الراجعة النهائية (التقويم الختامي)، ويقصد به حل الأسئلة المعطاة كنشاط صفّي في نهاية المحاضرة.
٤. قياس الفهم الفوري وتنشيط الانتباه والمشاركة.
٥. اختبار بسيط في نهاية المحاضرة (اختيار من متعدد أو صح وخطأ - ٥ أسئلة).
٦. طرح أسئلة مباشرة للطلبة أثناء الشرح

عنوان المحاضرة: (Managing occupational Security and safety system in the) (health facilities)

حيث تتناول المحاضرة المفاهيم الأساسية للأمن والسلامة المهنية في بيئة العمل الصحي، وأهميتها في حماية الكوادر الطبية والإدارية والمرضى من المخاطر المحتملة. كما تستعرض مكونات نظام السلامة المهنية، والإجراءات الواجب اتباعها للوقاية من الحوادث والإصابات داخل المؤسسات الصحية، إضافة إلى مناقشة الأدوار الإدارية في التخطيط والتقييم المستمر لنظام السلامة، وفقاً للمعايير المعتمدة وطنياً ودولياً.

The lecture 13,14

Managing Occupational Security and Safety Systems in Health Facilities

Health facilities are critical environments where occupational security and safety systems are essential for ensuring the well-being of healthcare workers, patients, and visitors. Proper management of these systems involves implementing comprehensive strategies and practices to mitigate risks and maintain a safe working environment. Below is an overview of how these systems are managed:

1 .Risk Assessment and Management

Identification of Hazards: Identifying potential risks, such as exposure to infectious diseases, chemical hazards, and ergonomic challenges.

Risk Analysis: Evaluating the likelihood and severity of identified risks.

Control Measures: Implementing strategies such as engineering controls, administrative policies, and personal protective equipment (PPE) to reduce risks.

2 .Development of Policies and Procedures

Establishing clear safety protocols for handling hazardous materials, waste disposal, and emergency situations.

Ensuring compliance with local, national, and international safety standards and regulations.

3 .Training and Awareness Programs

Regularly training healthcare workers on occupational hazards, proper use of PPE, and emergency response.

Conducting awareness campaigns to promote a culture of safety and security.

4 .Monitoring and Evaluation

Continuously monitoring safety practices and conducting regular inspections to identify areas for improvement.

Utilizing incident reporting systems to analyze and learn from workplace accidents or near misses.

5 .Emergency Preparedness

Developing and testing emergency response plans for various scenarios, such as fire outbreaks, natural disasters, or infectious disease outbreaks.

Ensuring the availability of emergency equipment and supplies.

6 .Employee Health and Well-being

Providing access to health services, vaccination programs, and mental health support.

Encouraging work-life balance and stress management strategies.

7 .Technology and Automation

Leveraging technology, such as automated systems for monitoring air quality and handling medical waste, to enhance safety measures.

Using electronic health records (EHR) to ensure accurate tracking of occupational health risks and incidents.

8 .Collaboration and Communication

Engaging with all stakeholders, including management, employees, and external agencies, to ensure cohesive implementation of safety measures.

Maintaining open communication channels to report and address safety concerns promptly

Expanding on Managing Occupational Security and Safety Systems in Health Facilities

1 .Comprehensive Risk Management

Health facilities face a broad spectrum of risks due to the nature of their operations. Managing these risks requires a structured approach:

Physical Hazards: Addressing issues like slips, trips, and falls by maintaining proper flooring and lighting.

Biological Hazards: Implementing strict infection control practices to prevent the spread of pathogens. This includes vaccination programs, isolation protocols, and proper handling of infectious materials.

Chemical Hazards: Ensuring safe storage, labeling, and usage of hazardous chemicals, such as disinfectants and laboratory reagents.

Radiation Hazards: Monitoring and limiting exposure to radiation for staff working with X-rays or radioactive materials.

2 .Legal and Regulatory Compliance

Healthcare organizations must adhere to regulations and standards set by local and international bodies, such as:

Occupational Safety and Health Administration (OSHA): Provides guidelines on workplace safety in healthcare.

World Health Organization (WHO): Offers international standards for infection prevention and control.

Joint Commission International (JCI): Focuses on healthcare quality and patient safety.

Ensuring compliance with these standards involves regular audits, updating policies, and training staff to meet regulatory requirements.

3 .Advanced Safety Training Programs

Training should be tailored to different roles in the facility, covering:

Proper lifting techniques to avoid musculoskeletal injuries.

Use of PPE, such as gloves, masks, gowns, and face shields, in various clinical scenarios.

Fire safety drills and evacuation procedures.

Handling hazardous drugs, such as chemotherapy agents, to minimize exposure risks.

4 .Emergency Response and Disaster Preparedness

Health facilities must prepare for a range of emergencies, including:

Natural Disasters: Creating plans for earthquakes, floods, and hurricanes.

Pandemics: Strengthening infection control systems to manage outbreaks like COVID-19.

Violence and Security Threats: Implementing security measures, such as surveillance systems and training staff to handle workplace violence or active shooter situations.

Regular simulation exercises ensure that staff are well-prepared for real-life emergencies.

5 .Ergonomic Interventions

Healthcare workers often perform repetitive tasks and work in physically demanding environments. Ergonomic improvements can help reduce strain and injuries:

Adjustable furniture and equipment to promote proper posture.

Mechanized lifting devices to reduce the physical burden on staff.

Scheduled breaks to minimize fatigue during long shifts.

6 .Technological Innovations

Advances in technology enhance safety in health facilities:

Wearable Devices: Monitoring workers' vital signs and stress levels to prevent burnout.

Automated Systems: Using robots for tasks like transporting medical supplies, which reduces human exposure to risks.

Smart Monitoring: Sensors to detect environmental hazards, such as poor air quality or chemical leaks.

7 .Promoting a Safety Culture

Creating a culture of safety involves engaging all staff levels to prioritize security and well-being:

Leadership commitment to safety initiatives and allocating necessary resources.

Recognizing and rewarding staff for reporting safety concerns and following best practices.

Encouraging open communication to address issues before they escalate into incidents.

8 .Employee Support Programs

The mental and physical health of healthcare workers is crucial for a safe workplace:

Access to counseling services for stress, trauma, or workplace-related issues.

Flexible work schedules to reduce burnout and maintain work-life balance.

Programs to promote physical fitness and overall well-being.

9 .Data-Driven Decision Making

Using data to identify trends and improve safety measures:

Analyzing incident reports to pinpoint recurring hazards.

Benchmarking against industry standards to assess performance.

Leveraging predictive analytics to prevent accidents and improve resource allocation.

In-depth Strategies for Managing Occupational Security and Safety Systems in Health Facilities

Health facilities operate in complex and high-risk environments, making occupational security and safety a critical priority. Below are additional strategies and detailed insights for enhancing these systems:

1 .Integration of Safety into Organizational Culture

Creating a culture that prioritizes safety involves embedding it into the core values and daily operations of the facility:

Leadership Commitment: Senior management must lead by example, prioritizing safety in decision-making and resource allocation.

Employee Engagement: Empowering staff to participate in safety committees, suggest improvements, and take ownership of safety practices.

Continuous Feedback: Establishing channels, such as anonymous surveys or regular meetings, to gather staff input on safety concerns.

2 .Enhanced Infection Control Measures

With the increasing risk of pandemics and emerging diseases, infection control must be robust:

Standard Precautions: Enforcing hygiene practices like handwashing, proper waste segregation, and the use of PPE.

Environmental Cleaning: Using hospital-grade disinfectants and maintaining a rigorous cleaning schedule for high-touch surfaces.

Surveillance Systems: Implementing systems to monitor and quickly respond to disease outbreaks within the facility.

3 .Workplace Violence Prevention

Healthcare workers face a heightened risk of violence from patients, visitors, or external threats:

Security Personnel and Technology: Employing trained security staff, CCTV, and access control systems to monitor and secure the premises.

De-escalation Training: Training staff to recognize and handle potentially violent situations safely.

Zero-Tolerance Policies: Enforcing strict policies against harassment or violence to protect employees and patients.

4 .Advanced Waste Management Systems

Managing medical waste is crucial for both safety and environmental sustainability:

Segregation: Clear labeling and color-coded bins for different types of waste (e.g., biological, chemical, radioactive.)

Safe Disposal: Partnering with certified waste management services to handle hazardous materials.

Minimization Strategies: Reducing waste by adopting reusable materials where possible, such as sterilizable instruments.

5 .Mental Health and Stress Management

Healthcare workers often face high levels of stress due to long hours and emotionally demanding work:

Mental Health Programs: Providing access to counseling and therapy for stress, burnout, or trauma.

Mindfulness Training: Offering workshops on mindfulness, meditation, and relaxation techniques to enhance resilience.

Flexible Scheduling: Rotating shifts and ensuring adequate time off to prevent overwork.

6 .Safety Audits and Compliance Checks

Regular audits are essential for identifying gaps and ensuring adherence to safety standards:

Internal Audits: Conducted by the facility's safety team to assess compliance with policies and protocols.

External Audits: Engaging third-party experts to provide unbiased assessments and recommendations.

Corrective Actions: Developing and implementing action plans based on audit findings to address deficiencies.

7 .Hazard-Specific Safety Protocols

Different areas of a healthcare facility may require specialized safety protocols:

Operating Rooms: Ensuring sterility and controlling exposure to anesthetic gases.

Laboratories: Establishing protocols for handling and disposing of infectious or hazardous specimens.

Pharmacies: Implementing measures to handle and store high-risk medications securely.

8 .Sustainability and Safety Integration

Integrating safety with environmental sustainability can enhance overall system efficiency:

Energy Efficiency: Using energy-saving equipment that minimizes risk while conserving resources.

Green Design: Designing facilities with materials and layouts that reduce hazards and improve safety.

Eco-Friendly Alternatives: Transitioning to safer, non-toxic cleaning agents and materials.

9 .Continuous Professional Development

Investing in staff education and development strengthens safety practices:

Specialized Certifications: Encouraging staff to pursue certifications in safety, infection control, or occupational health.

Interdisciplinary Training: Providing cross-functional training to improve collaboration during emergencies.

E-learning Modules: Offering online courses on the latest safety standards and protocols.

10 .International Collaboration and Benchmarking

Healthcare facilities can benefit from adopting global best practices:

Knowledge Sharing: Participating in conferences and networks to learn from other organizations' experiences.

Benchmarking: Comparing safety metrics with leading institutions to identify areas for improvement.

Adopting Global Standards: Aligning with frameworks like ISO 45001 for occupational health and safety.

الاسبوع الخامس عشر

الهدف التعليمي (الهدف الخاص لكل للمحاضرة):

١. أن يُعرّف الطالب مفهوم الصحة والسلامة المهنية وأهميتهما في بيئة العمل الصحي.
٢. أن يُميز بين المخاطر الصحية المختلفة التي قد يتعرض لها العاملون في المؤسسات الصحية.
٣. أن يُوضح الإجراءات الوقائية والمعايير المطلوبة للحفاظ على صحة وسلامة العاملين.
٤. أن يُحلل تأثير تطبيق نظم الصحة والسلامة المهنية على تحسين جودة الخدمات الصحية.
٥. أن يُناقش التحديات والفرص المرتبطة بتطبيق برامج الصحة والسلامة المهنية في المؤسسات الصحية.

مدة المحاضرة: (ساعتان نظري وثلاث ساعات عملي لكل شعبة أسبوعيا)

الأنشطة المستخدمة:

١. أنشطة تفاعلية صفية
٢. أسئلة عصف ذهني
٣. أنشطة جماعية (إذا تطلب الامر)
٤. واجب بيتي
٥. واجب الكتروني (ويفضل انشاء صفوف الكترونية Classrooms لدمج التعليم الحضوري بالتعليم الالكتروني حسب التوجهات الحديثة للتعليم والتعلم)
٦. مقارنة جماعية
٧. مشاهدة فيديو قصير
٨. ورقة عمل قصيرة
٩. نقاش مفتوح

أساليب التقويم:

١. التغذية الراجعة الفورية من قبل التدريسي (التقويم البنائي).
٢. اشراك الطلبة بالتقويم الذاتي (تصحيح اخطائهم بأنفسهم).
٣. التغذية الراجعة النهائية (التقويم الختامي)، ويقصد به حل الأسئلة المعطاة كنشاط صفّي في نهاية المحاضرة.
٤. قياس الفهم الفوري وتنشيط الانتباه والمشاركة.
٥. اختبار بسيط في نهاية المحاضرة (اختيار من متعدد أو صح وخطأ - ٥ أسئلة).
٦. طرح أسئلة مباشرة للطلبة أثناء الشرح

عنوان المحاضرة: (Occupational health and Safety)

حيث تتناول المحاضرة مفهوم الصحة والسلامة المهنية كجزء لا يتجزأ من إدارة الموارد البشرية في المؤسسات الصحية. توضح المحاضرة المخاطر المهنية التي قد تواجه العاملين، وتستعرض الإجراءات والسياسات التي تهدف إلى الوقاية منها، مع التركيز على أهمية الالتزام بالمعايير الوطنية والدولية للحفاظ على سلامة الموظفين وتحسين بيئة العمل. كما تناقش المحاضرة دور التوعية والتدريب المستمر في تعزيز ثقافة السلامة المهنية.

The lecture 15

Lecture Title: Occupational Health and Safety (OHS)

Introduction:

Occupational Health and Safety (OHS) is a cornerstone of modern work environments, particularly in the healthcare sector where workplace conditions are complex and risks are inherently high. With the advancement of medical technologies and the increasing demand on healthcare workers, the need for structured safety systems is essential to ensure the well-being of employees and patients alike. OHS aims to prevent work-related injuries and illnesses through proactive measures, risk assessment, and creating a culture of safety within organizations.

Definition and Importance of OHS

Occupational Health and Safety refers to:

"All policies, procedures, and activities designed to protect workers from occupational hazards and to improve workplace conditions for maximum safety and efficiency."

It comprises two major components:

- **Occupational Health:** Focuses on preventing and detecting work-related diseases and maintaining workers' physical and mental health.
- **Occupational Safety:** Involves minimizing or eliminating hazards through environmental control and protective measures.

Key Importance of OHS:

- Reduces occupational injuries and illnesses.
- Enhances productivity and employee satisfaction.
- Minimizes financial losses from workplace accidents.
- Ensures compliance with national and international regulations.

II. Types of Occupational Hazards in Healthcare Settings

Healthcare institutions are high-risk environments due to the diverse and intensive nature of their operations. Common hazards include:

1. Physical Hazards:

- High noise levels (e.g., surgical units, equipment alarms).
- Extreme temperatures.
- Radiation exposure from imaging or therapeutic devices.

2. Chemical Hazards:

- Exposure to disinfectants, anesthetic gases, and sterilizing agents.
- Handling of cytotoxic drugs and hazardous materials.

3. Biological Hazards:

- Transmission of infectious diseases (e.g., hepatitis, tuberculosis).
- Contact with contaminated medical waste or body fluids.

4. Mechanical Hazards:

- Slips, trips, and falls due to wet or cluttered floors.
- Injuries from sharp instruments or malfunctioning equipment.

5. Psychosocial Hazards:

- High job stress and staff shortages.
- Exposure to workplace violence or verbal abuse.
- Emotional fatigue and burnout.

III. Legal and Regulatory Framework

A strong legal infrastructure underpins effective OHS systems.

1. National Regulations (Iraq):

- **Iraqi Labor Law No. 37 of 2015**, which mandates employer responsibility for health and safety provisions.
- Ministry of Health directives regarding hospital safety protocols.

2. International Standards:

- **International Labour Organization (ILO)** conventions, especially Convention No. 155 on Occupational Safety and Health.
- **World Health Organization (WHO)** guidelines for health worker safety.
- **OSHA** (Occupational Safety and Health Administration – U.S.) standards.

All regulations emphasize the importance of:

- Risk assessments.
 - Emergency preparedness.
 - Regular staff training.
-

IV. OHS Management in Health Institutions

1. Administrative Responsibility:

- Leadership must allocate resources for safety programs.
- Appointing a dedicated OHS officer or safety unit.
- Creating safety committees with staff representation.

2. Risk Management Process:

- **Identification:** Direct observation, incident reports, and staff feedback.
- **Risk Assessment:** Analyzing likelihood and severity of harm.
- **Control Measures:** Engineering solutions, administrative policies, and use of PPE.
- **Monitoring & Review:** Continuous improvement and compliance checks.

3. Personal Protective Equipment (PPE):

- Gloves, masks, goggles, gowns, and face shields.
- Must be task-appropriate and readily available.

4. Incident Response Protocols:

- Emergency plans for fire, chemical spills, or infectious exposure.
- Accident reporting and root cause analysis.
- Revision of safety procedures based on lessons learned.

V. Application in Healthcare Settings

1. Examples of Common Risks:

- Needle-stick injuries during injections or waste handling.
- Cross-infection from patient to health worker.
- Falls due to poor facility design or environmental hazards.

2. Practical Solutions:

- Sharps containers for safe disposal.
- Enforcing hand hygiene and use of gloves.
- Designing separate patient and staff pathways.
- Installing warning signs and ensuring adequate lighting.

3. Hospital Administration's Role:

- Developing written safety policies and procedures.
- Conducting safety orientation for all new hires.
- Establishing internal reporting systems for near misses and incidents.

Suggested Student Activities:

- **Case Study Discussion:** Analyze a real hospital incident and propose corrective actions.
- **Risk Mapping Exercise:** Identify hazards in a simulated clinic layout.
- **Awareness Poster Design:** Create a visual reminder about workplace safety for clinical staff.