

Hospital Administration: Meaning, Objectives, Functions & Significance

Overview of Hospitals and Their Roles:

Hospitals can be established by different levels of government (federal, state, or local) to serve particular populations, such as the military, the uninsured, or individuals with mental illness. They may also serve as teaching institutions for medical training. Regardless of whether they are publicly or privately owned, hospitals act as essential community facilities that provide care for diverse health issues.

Structure and Responsibilities within Hospital Administration:

Hospital administration involves managing all aspects of patient care during their stay. It ensures coordination among different services and departments, making the hospital function like a large business organization with a structured hierarchy.

- **Board of Trustees:** This governing body manages hospital assets on behalf of the community, sets mission statements, and creates strategic policies.
 - **Executive Leadership:** The CEO implements the board's policies, leads the hospital, represents it publicly, and coordinates staff efforts.
 - **Medical Staff:** Doctors lead clinical care, focusing on accurate diagnosis and effective treatment plans.
 - **Nursing Services:** Nurses implement the treatment plan and provide 24/7 care. They also act as educators and advocates for patients.
 - **Allied Health Services:** Departments like pathology and clinical labs support diagnosis and treatment under physician supervision.
 - **Clinical Support Services:** Pharmacy services collaborate with doctors to manage and dispense medications.
 - **Administrative Services:** Handle business operations and infrastructure, led by the CEO.
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Importance of Hospital Administration:

The hospital administrator plays a critical role by:

- Acting as a bridge between management, medical staff, and departments.
- Enforcing board policies.
- Recruiting and retaining skilled staff.
- Assisting in planning, research, and evaluation.
- Enhancing the hospital's motivational environment and organizational effectiveness.

Key Concepts:

- **Motivational Climate:** The work atmosphere's ability to encourage motivation.
- **Organizational Commitment:** Employee loyalty and belief in the hospital's goals.
- **Organizational Effectiveness:** Success in achieving goals like talent and leadership development.

Change Management in Hospitals:

Hospitals, like businesses, face continuous change—new technologies, competitors, leadership, or employee morale shifts. Managing this change effectively is essential.

Kurt Lewin's Three-Step Model:

1. **Unfreezing:** Preparing for change.
2. **Changing (Movement):** Implementing new behaviors or systems.
3. **Refreezing:** Stabilizing the new state.

Schein's Extension: Adds psychological safety and new role models to help staff adjust.

Understanding Resistance to Change:

Resistance arises due to:

- Fear of the unknown
- Misunderstandings
- Habit
- Conflicting interests

Carnell's Coping Cycle Includes:

1. Denial
2. Defense
3. Discarding
4. Adaptation
5. Internalization

These stages help explain how individuals emotionally process change.

Models and Approaches to Change:

1. Kolb's Experiential Learning Model:

- Learning is a cycle: experience → reflection → conceptualization → experimentation.
- Identifies styles like diverging, assimilating, converging, and accommodating.

2. Kübler-Ross Grief Cycle:

- Emotional response to change includes: denial, anger, bargaining, depression, and acceptance.

3. ADKAR Model by Prosci (1998):

- Focuses on personal transition through change: Awareness, Desire, Knowledge, Ability, and Reinforcement.

- Helps identify gaps and provides structure for successful change.
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Types of Change in Organizations:

1. **Developmental Change:** Incremental improvements in skills or processes.
2. **Transitional Change:** Planned shift to a known new state.
3. **Transformational Change:** Radical, second-order change altering strategies, culture, or structures.

Changes can be **planned** (intentional and structured) or **emergent** (unplanned, responsive to external or internal dynamics).

Role of the Change Agent:

A change agent drives and facilitates transformation, focusing on future improvements rather than current norms. They require energy, passion, and people skills to ensure that change "sticks" and becomes part of the organizational culture.

Employee Motivation and Change:

- Employees respond better to change when motivated (by money, promotion, recognition).
 - Fear is common but must be overcome for productivity.
 - Resistance is normal and should be understood.
 - Training and communication help ease transitions.
 - Major changes may lead to loss of employee loyalty and increased turnover if not managed well.
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