

# MANAGEMENT OF MEDICAL & HEALTH CARE ORGANISATIONS



International School  
*Of* Management

— UNLOCKING KNOWLEDGE —

# INTRODUCTION

The Management of medical practice is a fast emerging area of management study. Previously, managers (or management professionals) were not so involved in medicine and medical businesses. Doctors generally worked as independent entities, managing (or running more like) their practices as best as they deemed fit. A lot of very promising practices have died prematurely and many of the successful ones unable to sustain their records.



In Nigeria, the advent of Health Management Organisations (HMOs) and the increasing government inspired health care regulations have led to a change in how doctors run medical organisations. For that reason, it is becoming increasingly compulsory for medical practitioners to account for both their actions and practice methodologies.

The introduction of health insurance companies (HMOs) and other government-funded NHIS programs have further complicated the delivery (not the availability or affordability) of health care in Nigeria particularly for medical practitioners who lack management training and experience. Management, documentation and accountability became a part of the medical job and doctors are now faced with the many daunting tasks they considered alien to their practice. Many of them blame good government programmes just for the sheer process and principle involved in them not because the programmes are bad.

Moreover, many doctors have found themselves bewildered by the processes and policies involved in managing the medical practice. Medical schools did not provide any training in these matters and most doctors were ill-equipped to take them on. More and more medical practitioners are now hiring someone to handle these responsibilities so they could get back to their core competences. Over time the role of management in medical practice has grown and expanded to take on all aspects of medical and health businesses (outside of treating patients) to become what we know of today as management of medical practice.

# RELEVANCE OF MANAGEMENT TO MEDICAL PRACTISE



Today, every medical office; private clinics, emergency wards; general or maternity hospitals, nursing homes and home care agencies has at least one employee devoted to management. The function of the medical practice manager is simple: to maximize the quality of patient care by creating an efficient and cost-effective atmosphere along with customer experience that brings further patronage and referrals. While that may not sound too difficult, the reality is quite different. Practice management can be a challenging career full of unique problems and obstacles depending on the training and skills of the manager. That aside, management of medical practice is also a highly rewarding career. People working in the field have the satisfaction of knowing their daily job contributes to the health and well-being of others.

To take on a job in medical management, it is important to have the right training and skills. Medical organizations require at least a bachelor's degree in a related field and many also demand completion of a master's degree. Most offices also prefer candidates with experience working in the medical field, as it ensures the person has a working knowledge

# RELEVANCE OF MANAGEMENT TO MEDICAL PRACTISE (CONT'D)

of medical terminology and an understanding of how medical offices operate. Continuing education and certifications of this nature are a very important way of creating the required experience for bridging most of the skills gaps.

Medical practice management is needed in a wide variety of different settings. Hospitals are some of the largest employer in this field. Some hospitals have medical practice managers at board levels with each department (i.e. radiology, oncology, laboratory services, paediatrics, etc.) having at least one manager to oversee daily operations. Health care clinics, medicine stores and independent laboratories are also in need of skilled practice management professionals.

Finally, the field is always expanding. As the population continues to grow and the average life span increases, more medical practices are needed. The constant changes in health care policy and insurance laws have also increased the demand for medical practice management professionals. It is a field with lots of opportunities and a bright future.



# LEARNING OUTCOMES

The management of medical practice course is a very intensive professional development programme for those currently in management roles in medical and health organisations or those aspiring. At the end of the course, participants would;

1. Be able to fully develop their management role.
2. Have appraised their practice profitability and its relationship to the quality of service and service provision within practice.
3. Manage practice resources more effectively and efficiently
4. Ensure that their colleagues in the practice have a better understanding of the medical practice manager's role.
5. Have increased their knowledge of management principles and techniques of their specific practice, general practice and the wider health care sector.
6. Have identified solutions to problems commonly experienced in the management of medical practice
7. Have achieved improvement in specific skills such as budgeting, people management, risk analysis et cetera.
8. Reappraise their own job role using what they have learnt on the course in professional and personal development.
9. Implement significant change within the practice and achieve their individual learning objectives.
10. Be able to critically discuss the key concepts of power, culture and motivation.
11. Demonstrate knowledge of Emotional Intelligence – demonstrate the ability to apply principles learnt in novel medical relationships.

# COURSE OUTLINE

There are eight standalone modules on this programme including management areas;

1. Operations Management
2. Financial Management
3. Human Resource Management
4. Information Technology Management
5. Organisational Governance
6. Patient Care System
7. Quality Management
8. Risk Management

## **Module 1: Operations Management**

- Develop, implement and monitor the business operations of medical and health organisations.
- Develop, implement and oversee systems for the purchase of materials and equipment
- Manage facilities planning and maintenance activities to meet the organization's current and future needs
- Manage the decision process for identifying and utilising outsourced expertise and business partners.
- Develop and implement marketing and communication plan.

## **Module 2: Financial Management**

- Develop and implement the organization's budget to achieve organizational objectives.
- Establish effective internal controls for cash management
- Implement and maintain a process for external financial audits.
- Develop and implement revenue cycle management and accounts receivable management

# COURSE OUTLINE (CONT'D)

- Analyse and monitor financial performance and reporting financial results to stakeholders
- Establish and maintain the organization's banking, investment and other financial relationships.
- Develop relationships with individual insurance carriers to optimize contract negotiations and maintenance of existing contracts.

## **Module 3: Human Resource Management**

- Coordinate the recruitment and orientation process of clinical and non-clinical staff
- Develop and monitor an effective staffing strategy
- Manage the retention of clinical and nonclinical staff
- Develop, implement and evaluate performance management programs for clinical and non-clinical staff
- Develop and implement staff compensation and benefit plans
- Establish systems and processes for awareness, education and compliance with employment laws and regulatory standards.
- Provide systems, processes and structure for administrative and clinical training for medical providers, employees and students.
- Provide personal commitment to enhance knowledge, skills and abilities in healthcare administration.

## **Module 4: Information Technology Management**

- Develop and maintain appropriate internal communication pathways for clinical and nonclinical staff.
- Develop a technology plan that establishes the criteria for selection and implementation of information technology, including computer systems, Internet strategies and telecommunications.
- Plan and design a technology security process to protect patient and practice data systems.
- Manage medical information systems including medical records, medication administration

# COURSE OUTLINE (CONT'D)

and healthcare related document storage.

- Develop and implement processes to comply with mandated reports of specified patient issues to regulatory agencies.

## **Module 5: Organisational Governance**

- Facilitate the establishment and monitoring of the appropriate corporate legal structure for the organization.
- Facilitate organizational governance structure and maintain proper corporate record-keeping of strategic decisions.
- Lead the integration of the corporate mission statement into all aspects of the organization's culture.
- Facilitate organizational governance structure and maintain proper corporate record-keeping of strategic decisions
- Lead the development of the organization's strategic plan and its implementation
- Establish, communicate, implement and monitor production and compensation standards for physician and midlevel professional staff
- Implement and/or support organizational leadership, management of clinical staff conduct and performance expectations or programs.
- Foster the growth and development of physician leaders as knowledgeable, participative stakeholders.
- Encourage and lead participation in advocacy endeavours at local, state and national levels.

## **Module 6: Patient Care System**

- Establish and monitor business processes to ensure effective and efficient clinical operations.
- Provide relevant and accurate resources to enhance patients' knowledge, understanding and participation in their medical care.
- Develop and implement a referral management process.



# COURSE OUTLINE (CONT'D)

- Design efficient patient flow patterns to maximize physician schedules.
- Manage front office operations to maximize patient satisfaction, collection of payments and customer service efforts.
- Implement a plan to control pharmaceutical supplies.

## **Module 7: Quality Management**

- Design and implement a quality management system that leads to the improvement of healthcare delivery and ensures patient safety.
- Monitor the peer review process for clinical staff.
- Develop and oversee patient satisfaction and customer service programs.
- Identify, develop and maintain benchmarks for establishing practice performance standards.
- Create internal processes and systems to participate in pay-for-performance programs to enhance healthcare quality.
- Develop and monitor a program for staff, business and equipment credentialing and licensure.

## **Module 8: Risk Management**

- Develop and implement a risk management plan to ensure a safe environment for patients, staff and visitors.
- Develop and implement policies and procedures to manage the impact of adverse legal events.
- Establish a plan for disaster response and recovery.
- Develop and implement a compliance program for federal and state laws and other regulations.

# REGISTRATION & ENQUIRIES

**Duration :** 3 days

**Registration :** N10, 000 (non-refundable)

**Tuition :** N180, 000

**FOR FURTHER ENQUIRIES, PLEASE CONTACT:**

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