

# Concepts in Health Services Management

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# Fundamental Processes

- Specialization
- Integration or Coordination

# Getting Things Done in Organizations

- **Structure/Formal Authority**
- **Culture**
- **Incentives**
- **Power and Politics**

# Getting Things Done in Organizations

- Structure/Formal Authority: Sociology
- Organizational Culture: Anthropology
- Incentives: Economics  
Psychology
- Power and Politics: Political  
Science

# Structure: Formal Authority

- Bureaucratic hierarchy
- Chain of command

## Limits of Formal Authority

- Limits of authority within organization
- No authority over external partners
- Top decision maker may not “know best”

# Structure: Departments

- Common goals
- Common resources
- Common supervisor
- Frequent formal and informal communication
  - Intra-departmental communication
  - Inter-departmental communication

# Organizational Culture

- Norms
- Roles
- Professional culture



## Limits of Organizational Culture

- Slow processes
  - Building or changing culture
  - May need quick response
- Strong cultures tend to resist new counter-cultural ideas
  - Interprofessional Clinical Teams

# Incentives

- Hoping for A, While Rewarding B  
(Kerr, 1975)
- Unintended consequences of incentives
  - Pay for Performance
  - Safety campaigns:  
Rewarding accident-free days
  - Orphanages

# WHAT ARE THE SOURCES OF POWER?

## INDIVIDUALS OR SITUATIONS?

- Charismatic individuals
- Personality characteristics

# WHAT ARE THE SOURCES OF POWER?

## Structural Perspectives

### **SOURCES OF POWER**

- FORMAL AUTHORITY
- CONTROL OVER RESOURCES
- CONTROL OVER OR  
ACCESS TO INFORMATION

# Using Politics to Implement Decisions

How is the game played?

- 1. What your goals are**
- 2. Diagnose patterns of dependence and interdependence**

**What individuals are influential and important in your achieving your goals?**

# Using Politics to Implement Decisions

Who are the other players?

3. What are the points of view of influential people who are important in achieving your goal?

How will they feel about what you are trying to do?

4. What are their power bases?

Which is more influential in their decisions?

# Using Politics to Implement Decisions

## How do you see the game?

5. What are your bases of power and influence?

What bases of influence can you develop to gain more control over the situation?

6. Which of the various strategies and tactics seem most appropriate and are likely to be effective in the particular situation?

6. Choose a course of action

# Limits of Political Influence

- Means-ends displacement
  - Turf wars
  - Empire building
- Potential for personal and organizational abuse



Many ways of organizing