

## Uloga i osobine menadžera u strateškoj transformaciji zdravstvenog menadžmenta

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### The role and characteristics of a manager in the strategic transformation of the health care system

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#### INFORMATIVNI RAD(IR) INFORMATIVE ARTICLE

#### KRATAK SADRŽAJ

**Uvod:** Globalna tržišta i kompeticija, brze promene, eksplozija informatičke tehnologije, integracioni procesi u međudržavnim odnosima samo su neki od faktora koji su inicirali nužnost promena i u zdravstvenim organizacijama i njihovom menadžmentu. Menadžment postaje nova generička funkcija svih organizacija od društvenog značaja širom sveta, koji ima izuzetno tešku ulogu da usaglasi kompleksne probleme kojima obiluje specifična delatnost zdravstvenih službi. U svetlu tih promena menja se i uloga kao i osobine i veštine menadžera u zdravstvu.

**Cilj ovog rada** je da se jasnije opiše i sagleda uloga, potrebne veštine i metodi kojima se služe menadžeri u zdravstvu u strateškoj transformaciji zdravstvenog menadžmenta. Moderan zdravstveni menadžer postiže najbolje rezultate kroz ojačavanje ljudskih resursa i zadovoljenje individualnih potreba zaposlenih, a u skladu sa opštim i specifičnim ciljevima zdravstvene organizacije. Menadžer je u isto vreme i mentor i facilitator jer koristi maksimalno navedene strategije promena, a resurse oprezno uz učvršćivanje kolektivnih napora, uključivanje zaposlenih u odlučivanje, podsticanje timskog rada i grupnog rešavanja problema.

**Ključne reči:** Zdravstveni menadžment, menadžer, transformacija, zdravstvo

#### SUMMARY

**Introduction:** Global markets and competition, fast changes, the explosion of information technology, integration processes in international relations are some of the initial factors for changes in health care organisations and their management. Management represents an evolving new generic function of all organisations of social significance across the world. Managers in the health sector have exceptionally complex roles that require new skills and methods.

**The objective of this study** is to analyse in greater detail, explain and describe the role and necessary skills of a health care manager in the strategic transformation of health care management. The modern health care manager can get the best results by strengthening human resources and meeting employees' personal needs in accordance with the global and specific goals of the health care institution. The manager is at the same time a mentor and a facilitator, putting to best use the forementioned transformation strategies whilst expending the resources carefully, strengthening the collective efforts, involving employees in the decision-making process and motivating teamwork and collective problem-solving.

**Keywords:** Health management, manager, transformation, health care

## Pojam menadžmenta, menadžera i strategijskog menadžmenta

Postoje mnoge definicije menadžmenta. Jedna od najstarijih definicija ga opisuje kao "umetnost obavljanja poslova preko ljudi". Šira definicija bi opisala menadžment kao "praktično, stručno, univerzalno i naučno znanje koje se primenjuje u procesu planiranja, organizovanja, vođenja i kontrole, s ciljem postizanja bolje efektivnosti ("raditi prave stvari") i efikasnosti ("raditi na pravi način") organizacije.<sup>1</sup> Organizaciju čini grupa pojedinaca koji zajedno rade da bi ostvarili zajednički cilj. Organizacije mogu biti *profitne* (korporacije kao Coca Cola, Microsoft) ili *neprofitne* (državne bolnice, državne škole, univerziteti i crkve).

Kao proces, menadžment podrazumeva četiri osnovne funkcije: *planiranje, organizovanje, rukovođenje i kontrola*.

*Planiranjem* se usklađuju ciljevi i definišu akcije da bi se postavljeni ciljevi ostvarili. Top menadžment postavlja opšte ciljeve organizacije i strategiju, a menadžeri u hijerarhiji (viši, srednji i niži menadžment) sačinjavaju operativne planove za svoje radne grupe ili odeljenja u skladu sa definisanom strategijom organizacije.

Pojam *strategos* je preuzete iz vojnog rečnika i znači doslovce general ili vojskovođa, pa je sledstveno tome - strategija, odnosno veština vojskovođe, usmerena da se postigne ratni cilj i pobedi protivnik.

*Strategijski menadžment* je, prema definiciji Certo i Peter-a, "kontinuirani proces koji ima za cilj da održi organizaciju sposobnom da odgovori svojoj sredini"<sup>2</sup>. Igor Ansoff, jedan od najvećih znalaca, koga mnogi smatraju ocem strategijskog menadžmenta ga definiše "kao sistematski pristup, glavne i povećane važne odgovornosti generalnog menadžmenta i pozicije i povezanosti organizacije s njenim okruženjem na način koji će obezbediti njen kontinuirani uspeh i obezbeđenje od iznenađenja"<sup>2</sup>

Dakle, aktivnosti strategijskog menadžmenta usmerene su, pre svega ka uspostavljanju dobrog odnosa organizacije i njenog okruženja. Kroz procenu kvaliteta i mana organizacije sa jedne i anticipaciju šansi i pretnji sa druge strane, formulišu se pravci, metodi i tempo razvoja zacrtanih ciljeva i vrši implementacija tih ciljeva.

Planirani i dugoročni, globalni ciljevi razvoja određene organizacije kroz proces strategijskog menadžmenta uključuju:<sup>3</sup> analizu sredine, usmeravanje organizacije, formulisanje strategije, implementaciju strategije, strategijsku kontrolu.

Prilikom analize postojeće situacije menadžeri vrše identifikaciju sadašnjih i budućih šansi i pretnji iz okruženja (eksterni faktori) odnosno snagu i slabosti preduzeća (interni faktori). Takva analiza se naziva TOWS ili SWOT (Strengths, Weaknesses, Opportunities and Threats, u prevodu: snage, slabosti, šanse i pretnje).<sup>4</sup>

## Management, managers and strategic management

There are many definitions of management. One of the oldest definitions describes it as "the art of getting things done through people". A broader definition would depict management as "practical, expert, universal and scientific knowledge applied in the planning, organisation, management and control processes, with the aim of attaining the effectiveness ("do the right things") and efficiency ("do things right") of an organisation.<sup>1</sup>

An organisation represents a group of individuals working together towards the fulfilment of a joint objective. Organisations can be *profit* (corporations such as Coca Cola, Microsoft) or *non-profit* (state hospitals, state schools, universities and churches). As a process, management includes four core functions: *planning, organisation, administration and control*.

*Planning* implies the harmonization of objectives and definition of activities necessary for accomplishing the set objectives. Top management sets the general objectives and strategy of an organisation, whilst managers in a hierarchy (top, medium-level and low-level management) draw up operating plans for their working groups or sections in line with the defined strategy of the organisation. The word **strategy** which is frequently used in everyday life originates from the Greek word *strategos*- the art of an army leader, that is, the direction of an action aimed at accomplishing a military objective and defeating the enemy. According to Certo and Peter, *Strategic Management*, is "a continuous process aimed at keeping an organisation as a whole appropriately matched to its environment"<sup>2</sup>, and Igor Ansoff, one of the top experts, whom many consider the pioneer of strategic management, defines it as "a systematic approach to a major and increasingly important responsibility of general management to position and relate the firm to its environment in a way which will assure its continued success and make it secure from surprises"<sup>2</sup>.

Therefore, the activities of strategic marketing are primarily aimed at establishing a relationship between an organisation and its environment. It is through the evaluation of qualities and deficiencies of an organisation on one hand, and anticipation of opportunities and threats on the other, that the mission, directions, methods and pace of accomplishment of the set goals are formulated, these goals implemented and an adequate organisational structure, corporate culture and control in an organisation applied. The planned and long-term, global goals of developing a particular organisation through the strategic marketing process include: environment analysis, leading an organisation, strategy formulation, strategy implementation, strategic control.<sup>3</sup>

Analysing the current situation, managers identify current and future opportunities and threats from the environment (external factors) on one hand, and strengths and weaknesses of a company (internal factors) on the other. This analysis is named TOWS or SWOT (Strengths, Weaknesses, Opportunities and Threats).<sup>4</sup>

Organizovanje podrazumeva utvrđivanje zadataka koji treba da se završe, način upravljanja i koordinacije tim zadacima i određivanje ko treba da ih izvrši. Ključni faktor uspešnog organizovanja i nesmetanog i logičnog toka informacija, u organizaciji je organizaciona kultura i menadžment ljudskih resursa.

Ciljevi organizacije mogu da se ostvare samo ako u njoj postoji efikasno rukovođenje. Kao dobri lideri, menadžeri moraju da budu u stanju da vode svoje timove, da poznaju dinamiku individualnog i grupnog ponašanja, da imaju dobru komunikaciju i da znaju da motivišu. Moraju da imaju viziju i da umeju da je prenesu drugima i tako je zajedno pretvore u realnost.

Ali uspešni menadžeri moraju da vrše i kontrolu rada u organizaciji. Kontrola podrazumeva analizu odstupanja između planiranih i postignutih rezultata. Ako organizacija ne postigne planirane rezultate, menadžeri su u obavezi da preduzmu korektivne akcije.

Dakle, menadžeri su „ljudi koji planiraju, organizuju, vode i kontrolišu aktivnosti organizacije da bi njeni planirani ciljevi mogli da se ostvare.“<sup>45</sup>

Prema definiciji poznatog teoretičara John A. Young-a, „uspešnost, sposobnost i veština menadžera bazira se, pre svega, na njegovoj sposobnosti da kontinuirano raspolaze informacijama o organizaciji kao i da se uspešno suočava sa promenama u takvoj sredini. Komuniciranje, planiranje, odlučivanje, upravljanje ljudima, organizacija, držanje poslova pod kontrolom, vođstvo, poznavanje finansija i poznavanje svoje profesije su menadžerski poslovi za koje menadžer mora da poseduje znanje, veštinu i sposobnost“.<sup>5</sup>

U uslovima povećane nesigurnosti i složenosti sredine, u kojoj organizacija deluje, od menadžera se sve više traži da ima liderske osobine i preduzetnički duh. Sposobnost da kreira viziju, misiju, ciljeve i strategije, te da ih primeni na život i razvoj organizacije su samo neke od osobina savremenog menadžera.

Nova konkurencija, tehnologija i stil života zahtevaju od savremenih menadžera, naročito onih koji pripadaju višem, „top menadžmentu“ vanserijske osobine, a pre svega poznavanje koncepta „know-how“ i primenu *strategijskog menadžmenta*.

Strategijski ciljevi menadžmenta se menjaju ne samo u pogledu razvoja neke organizacije, već i sama društvena odgovornost organizacije (i odgovornost samog top menadžmenta) obuhvata i brigu za potrošače, zaposlene, brigu o životnoj sredini kao i brigu o društvu u najširem smislu reči.

Javnost poslednjih godina takođe postaje mnogo svesnija i osetljivija na pitanja zdravstvene zaštite. U takvim okolnostima, pritisak na zaposlene u zdravstvu postaje snažna mešavina socijalnih, ekonomskih i političkih faktora. U dramatično promenjenim okolnostima oni moraju da se odnose prema pacijentima i korisnicima zdravstvenih usluga na nov, različit i kompleksan način.

The definition of organisation implies the tasks to be completed, the method of managing and coordinating such tasks and designation of the executors. Organisational culture and human resources management represent the key to successful organisation of an unhindered and logical flow of information, resources and tasks in an organisation.

The objectives of an organisation can be accomplished only if it has efficient leadership. As good leaders, managers must be capable of leading their teams, be familiar with the dynamics of individual and group behaviour and be successful communicators and motivators. They must have a vision and skill to convey it to others and together with them, turn it into reality.

All successful managers must also control work in an organisation. Control implies the establishment of discrepancies between the planned and accomplished results. If the organisation fails to achieve the planned results, its managers are under the obligation to take remedial action. It stems from the above that managers are “people who plan, organise, lead and control the activities of an organisation in order to make it possible for its planned goals to be achieved.”<sup>5</sup> According to the definition of distinguished theoretician John A. Young, “the success, capability and skill of a manager are primarily based on his ability to use continually information on the environment of an organisation and confront successfully the changes in that environment. Communication, planning, decision-making, human resources management, business control, leadership, command of finances and knowledge of his field or profession are the managerial duties for the execution of which a manager must have expertise, skills and ability”.<sup>5</sup>

Managers are increasingly required to possess the characteristics of a leader and an entrepreneurial spirit, particularly in conditions of increased insecurity and complexity of the environment in which the organisation operates. The ability to create a vision, mission, objectives and strategies and to apply them to real life and the development of an organisation, are only some of the qualities of a modern manager. A new competition, technology and lifestyle require that contemporary managers, particularly top managers, possess exceptional *qualities*, primarily the knowledge of the concept of know-how and the application of *strategic management*.

The strategic goals of management change not only with respect to the development of an organisation, but the social responsibility of an organisation (and the responsibility of top management itself) also includes the care for customers, employees, the environment and further– the care for society in the broadest sense.

Over the past few years, the general public has become more aware of and sensitive to health care issues, whereas the pressure exerted against health care professionals has evolved into a powerful mix of social, economic and political factors. It is against this background that the health care service is changing and adjusting to patients and service users in a novel, distinct and complex manner.

“Mnoge profesije, naročito medicinska, doživljavaju drastične promene počev od paternalističkih, čvrstih struktura, pa sve do onih osetljivih, gde je važno “ojačati” individualnog korisnika da preduzme veću odgovornost za svoje zdravlje. Ovaj zaokret od proizvodno orijentisanog ka korisnički vođenom (ka klijentu) ne znači samo snažnu promenu od profesionalaca ka korisnicima, već je od suštinskog značaja za same profesionalne grupacije i organizacije kao i na načine kako one interno funkcionišu”.<sup>6</sup>

“Od menadžera se očekuje da svoje individualne interese podrede interesima organizacije. Oni moraju da imaju sposobnost sagledavanja šire slike (u strateškom kontekstu položaja i planova organizacije u celini), i da u okviru internih struktura (prepoznavanje procesa i širih implikacija aktivnosti unutar organizacije) omoguće optimalno iskorišćenje ograničenih resursa”.<sup>7</sup>

Menadžment je, u svojoj biti, umetnost koja zahteva zrelost u prosuđivanju. Posebno su zahtevni zadaci koji se postavljaju pred menadžera koji raspolaže ljudskim resursima. Odluke koje mora da donosi su uvek u vezi sa određenim osobama, sa imenom i licem i ponekad mogu biti vrlo teške i kompleksne (naročito u zdravstvu). “Menadžment ljudskih resursa se svodi u načelu na promenu stavova i ohrabivanje za čvršći timski rad između profesionalaca koji brinu o pacijentima i između tih profesionalaca i drugih menadžera”.<sup>8</sup>

### Osobine menadžera u zdravstvu

„Generalno tipovi menadžera u zdravstvu prema uspešnosti se mogu svrstati u tri kategorije: izuzetni, dobri i neuspešni menadžeri. Izuzetni menadžeri poseduju sposobnost uspešnog razvijanja i postizanja ciljeva i visok nivo stručnosti u aktivnostima organizacije i cenjeni su od strane kolega i podređenih. Dobri menadžeri imaju manje izražene kvalitete u navedenim oblastima ali i manji nivo stručnosti, što je prepreka njihovoj uspešnosti, ali ne i dobrom obavljanju posla. Kod neuspešnih menadžera ključni faktor je nedostatak poverenja u sopstveni kvalitet, tj. Izostanak odgovarajućih osobina u skladu sa prirodom organizacije. Na sliku dobrog ili lošeg menadžera bitno utiče kako mišljenje kolega, tako i nadređenih. Za dobrog menadžera jako je važna osobina “menadžerske ličnosti”.<sup>9</sup>

Strateško razmišljanje, elastičnost u prihvatanju promena i spremnost u reagovanju na probleme i mogućnosti, sposobnost donošenja odluka na osnovu dokaza u kratkom vremenskom roku su osobine koje odlikuju menadžera u strateškoj transformaciji zdravstvenog menadžmenta. Takav menadžer ima osobine dobrog pregovarača sa kojima utiče na bolju komunikaciju među zaposlenima, organizuje sastanke na kojima se zaposleni suočavaju sa problemima i eventualnim konfliktima i kroz zajednički dijalog ih rešavaju. On vrši superviziju, locira resurse, motiviše zaposlene, podstiče timski rad i utiče na promene.

A lot of professions, especially medical, experience drastic changes – from paternalistic, solid structures, to those consumer-sensitive where it is important to encourage individual users to assume greater responsibility for their own health. This shift from product-oriented to user-oriented, client-oriented does not only imply a strong change from professionals towards users, it is also of vital importance for professional groups and organisations themselves, as well as for the modes of their internal operations.”<sup>6</sup> “Managers are expected to subordinate their individual interests to the interests of the organisation and have the capability of strategic thinking (in the strategic concept related to the position and plans of the organization as a whole), and within internal structures (recognition of processes and wider implications of the activities within the organisation) they are expected to utilize limited resources in the most optimal way”.<sup>7</sup>

At its core, management is an art requiring maturity of judgment. The tasks entrusted to human resources managers are particularly demanding. The decisions they have to make are always related to certain persons, names and faces. Sometimes, such decisions may be rather complex and hard to make, particularly in health industry.

“Resource management can generally be reduced to the change of stands and closer team work on resource organisation between patient care professionals and between these professionals and other managers.”<sup>8</sup>

### Characteristics of managers in the health care system

Generally speaking health care managers can be divided into three groups, determined by their efficacy: exceptional, good and unsuccessful managers. Exceptional managers possess the ability to develop and accomplish goals successfully and a high level of expertise in organisational activities making them well-respected by colleagues and subordinates alike. Good managers have less pronounced qualities in the aforementioned areas and also less expertise which somewhat hinders their success but does not get in the way of getting the job done well. The key factor with unsuccessful managers is the lack of faith in their own qualities / a lack of necessary skills that are in accordance with the nature of the organisation. For an image of a good or a bad manager equal importance lies on the opinion of colleagues and superiors. For a good manager „the managerial persona”<sup>9</sup> is a very important trait.

Strategic thinking, flexibility in accepting changes, being prepared to react to problems and opportunities, the ability to make evidence-based decisions on a short-term notice are the qualities of a manager in the transformation of the health care management. Such a manager has the traits of a good negotiator which they use to influence better communication between the employees and hold meetings where the employees work together to overcome any work-related problems or personal conflicts. The manager supervises, locates resources, motivates the employees, encourages teamwork and influences changes.

### Savremene metode kojima se služi moderan menadžer

Osnovni razlog da se uvede strategija promena u ljudskim resursima je prepoznavanje menadžmenta da u organizaciji nedostaje interna klima u kojoj se može osigurati atmosfera za pružanje najvišeg nivoa usluga. Ovde je važna i procena menadžmenta da neke druge metode kao što su otpuštanje radnika (smanjenje ljudskih resursa), uvodjenje novih usluga ili velike strukturalne promene mogu dovesti do nezadovoljstva zaposlenih. "Jedan od ključnih faktora u organizaciji i implementaciji promena u zdravstvenim organizacijama i sistemu u celini je primena odgovarajuće strategije i metoda i alata, ali nikako jedna od najefikasnijih je strategija promena ljudskih resursa"<sup>10</sup>.

Savremeni menadžer ima na raspolaganju novodefinisane metode strategije promena, koje koristi ne samo kao pomoć u procenivanju postojećeg menadžmenta, već i u davanju smernica za njegovu transformaciju. Organizaciono ocenjivanje i fidbek (feedback) su mehanizmi za sistematsko prikupljanje podataka tekućeg psiho-socijalnog stanja u organizaciji i upoznavanje radnih grupa sa nalazima. Podaci su obično u vezi sa međuljudskim i među-oddeljenjskim odnosima, stavovima i zadovoljstvu zaposlenih, komunikaciji, superviziji i organizacionoj kulturi. Za dobijanje efektnih rezultata moraju da se steknu bar tri bitna faktora<sup>10</sup>. Diskusija o nalazima uvek mora da se vodi u dobroj ciljno-orijentisanoj atmosferi i svaka grupa mora da ima slobodu odlučivanja o implikacijama nalaza na sopstvenom nivou a rezultati moraju da se proslede vertikalno u organizacionoj strukturi.

Kružni fidbek 360 stepeni se fokusira na ocenjivanje rada pojedinaca i uključuje stručno mišljenje kolega/saradnika u okviru organizacije. Ovde se ocenjuje stvaranje relacija, prosuđivanje, rešavanje problematike, sposobnost delegiranja i finansijska sposobnost. Rezultati svih koji rade sa određenom osobom (kolege, podređeni i supervizori) se porede sa utvrđenim normativima za datu poziciju na kojoj je individua zaposlena i vraćaju osobi. Ova metoda pomaže da zaposleni, na osnovu nalaza koriguju i poboljšaju svoje individualne rezultate rada.

Razvoj timskog rada je takodje važan metod rada savremenog menadžera „Kako zdravstvena zaštita zahteva koordinaciju mnogih disciplina i kompleksnih zadataka u koje su uključene različite grupe profesionalaca, može doći do tenzija i konflikta. Strategija razvoja timova i timskog rada ima za cilj uklanjanje barijera u cilju poboljšanja efektivnosti rada grupe, razvoja samosvesti kao i regulacije procesa promena.<sup>10</sup> Ovde je značajno angažovanje i uloga spoljnog konsultanta koji je obično uključen u sve faze interventne strategije počev od sakupljanja podataka o ponašanju lidera, interpersonalnim procesima, poverenju, komunikaciji, odlučivanju i barijerama koji su važni za efikasan rad grupe.

### Contemporary methods used by modern managers

The main reason for implementing a transformation strategy in the human resources is the recognition by the management that the organisation is missing an internal climate that would ensure an atmosphere in which highest-quality services can be provided as well as the assessment of the management that other methods such as cutting down the workforce (reducing the number of human resources), new services or big structural changes could lead to dissatisfaction amongst the employees. "One of the key factors in the organisation and implementation of changes in health care organisations and the system in general is the implementation of an appropriate strategy, methods and tools, one of the most efficient being the human resource change strategy"<sup>10</sup>.

Modern managers have at their disposal newly-defined methods that they use not only as aids in assessing current management but giving guidelines for its transformation as well. Contemporary methods include: Organisational evaluation and feedback are mechanisms for the systematic collection of data on the current psychological and social situation in the organisation and the familiarizing of working groups with the results. The data usually refer to inter-personal and inter-departmental relations, the opinions and satisfaction of employees, communication, supervision and the organisational culture. At least three important factors are necessary for effective results.<sup>10</sup> Discussion of results must always be conducted in a good and target-oriented atmosphere, each group must have the freedom to determine the implications of these results on its own level and the results must be forwarded vertically in the organisational structure. Such methods make it possible to allow different groups on different organisational levels to evaluate their work and initiate changes themselves.

Round 360 degree feedback is focused on the evaluation of the individual work, involves the expert opinion of their colleagues/associates within the organisation and evaluates aspects such as: the creation of relations, judgment, the resolution of problems, delegation ability, and financial ability. The results of all those who are working with the particular individual, (colleagues, subordinates and superiors), are collected and compared with the standards established for the post where the individual is employed and then given back to this person. This method allows employees to enhance and improve their individual work results based on these findings.

Development of team work; "Since health care requires the coordination of many disciplines and complex tasks that involve different professional groups, there may be tensions and conflicts. The strategy of developing teams and team work is aimed at removing barriers in order to improve the effectiveness of group work, develop awareness in managing group processes and regulate the process of change"<sup>10</sup>. Here it is important to emphasize the engagement and role of an external consultant who is involved in all the phases of the intervention strategy, from the collection of data on the leaders' behaviour, interpersonal processes, roles, trust, communication, decision-making and barriers in the group's efficient work.

Problemi se kategorizuju, diskutuju, prave se prioriteti i razvijaju akcioni planovi. Cilj ove metode je da se omogući da tim i grupni rad reše većinu problema i značajno doprinesu poboljšanju performansi organizacije u celini.

Kontinuirana edukacija i trening su takodje značajni faktori za uspeh menadžera. Već pomenute rapidne promene u razvoju tehnologije nameću stalnu, kontinualnu edukaciju osoblja u primeni novih tehnika i znanja u pružanju zdravstvenih usluga. Kontinualno obrazovanje omogućava zaposlenima u zdravstvu da ostanu u trendu sa najnovijim saznanjima u svojoj oblasti. Za lekare i ostalo medicinsko osoblje to znači upoznavanje i sticanje novih znanja i ovladavanje novim tehnikama za poboljšanje i postizanje boljih rezultata. Pored toga, inicijative kao što su „New Deal“ u radu mlađih lekara, promene u obrazovanju lekara i medicinskih sestara stvaraju klimu promena od tradicionalne (gde profesionalne grupe rade nezavisno), ka konceptu interpersonalnog rada, (gde se deo procedura i delatnosti ranije isključivo vezanih za lekare i stomatologe delegira pomoćnom medicinskom osoblju), gde su barijere među profesijama mnogo „mekše“ i transparentnije.

Pregovaranje i rešavanje konflikta su metodi koji eliminišu strah i nesigurnosti, sprečavaju nastanak tenzija i konflikata. Za rešavanje konflikata najefikasniji je *konfrontacioni miting* gde učestvuje veći deo organizacije u cilju momentalne identifikacije problema i izrade plana akcije. (Može učestvovati i do 60 osoba). Nadređeni sa istog odeljenja ne mogu biti u grupi sa svojim podređenima. Svaka grupa navodi listu problema koji zavređuju pažnju i oni se potom grupišu na širem nivou u određene kategorije uz pomoć spoljnog konsultanta. Takvi sastanci omogućuju postavljanje brzih dijagnoza, povećavaju uticaj i posvećenost osoblja u identifikaciji i rešavanju problema i smanjuju birokratske barijere u donošenju odluka i rešavanju problema.

Trening različitosti je još jedna od metoda strategije promena u ljudskim resursima koja se koristi za modifikaciju odnosa i mišljenja osoba zaposlenih u zdravstvenim servisima. „Ona se fokusira na one ljudske kvalitete koji su različiti od onih lokalno usvojenih uključujući: godište, etničku pripadnost, rasu ili seksualnu orijentaciju“.<sup>10</sup> Ustaljeni stereotipi i predrasude se menjaju sa sve većim angažovanjem žena, različitih manjina ili imigranata u menadžment u pružanju zdravstvenih usluga.

Konsultacioni proces uključuje „pomoć spoljnog konsultanta lekaru u shvatanju, razumevanju i uticaju na probleme koji se pojavljuju“.<sup>10</sup> Tehnike se fokusiraju na komunikaciju, ulogu i funkciju članova grupe, grupne norme kao i upotrebu autoriteta i liderstva.

Problems are categorized and discussed, priorities are set and action plans are developed. The aim of this method is that, if sufficient attention is paid to the team and group work, the team can resolve most of its problems on its own and significantly contribute to the improvement of the organisation's performance in general. Continued education and training; The already mentioned rapid changes in the development of technology require an ongoing, continued education of personnel in the implementation of new techniques and knowledge in health care. Continued education allows those employed in health care to keep up with the latest discoveries in this field. It means that doctors and other medical staff have to be informed and gain knowledge about new techniques in order to improve their work and achieve better results. Apart from this, initiatives such as „the New Deal“ in the work of younger doctors, greater specialization in medical care, changes in the doctors' and nurses' education, etc. herald the change from the traditional concept where professional groups work independently toward the concept of interpersonal work, (where parts of the procedures and activities that were previously exclusively related to doctors are now delegated to supporting medical staff) and where the barriers among professions are much „softer“ and more transparent.

Negotiations and conflict management represent methods of resolving fear and uncertainty, as well as preventing the tension and conflicts. The most efficient method is *the confrontational meeting*, attended by a large group of the organisational members in order to immediately identify the problem and create an action plan. (Up to 60 people may participate). Superiors from one ward cannot be in the same group with their subordinates. Each group creates a list of problems that require attention; they are further grouped in categories on a wider level with the assistance of a consultant. Such meetings enable quick diagnostics, increase in influence and commitment of staff in the identification and resolution of problems, reduction of bureaucracy barriers in decision-making and improvement in the decision-making of those who have insight into problem resolution.

Diversity training is another method of the change strategy in human resources which is used for the modification of relations and opinions of those employed in health care services. „It is focused on those human qualities that are different from the locally adopted ones, such as: age, ethnicity, race or sexual orientation“.<sup>10</sup>

The established stereotypes and prejudices are changing with larger engagement of women, different minorities or immigrants in the management or provision of health care services.

Consultation process includes „the assistance of an external consultant to the doctor in comprehending, understanding and acting in the processes that arise“.<sup>10</sup> The techniques are focused on the communication, role and function of group members, group norms and the use of authority.

## Zaključak

U periodu velikih promena koje mogu imati dalekosežne posledice po zdravstvenu organizaciju i sve ljude zaposlene u njoj, uloga menadžera je ključna u implementaciji metoda za uvođenje promena. Uspešan menadžer u takvoj novoj, izmenjenoj strukturi zdravstvene organizacije nije samo "uspešna mašina" za postizanje rezultata već je i u isto vreme i vodja i pokretač. On maksimalno koristi strategiju promena, a oprezno resurse, pri čemu učvršćuje kolektivne napore, uključuje zaposlene u odlučivanje, podstiče timski rad i uspešno rešava sukobe.

Takav menadžer forsira otvorenost u međuljudskim odnosima a potencijalni problemi se javno suočavaju i konfrontiraju. Menadžer u novoj ulozi razvija odnose medju ljudima i kroz trening, obogaćivanje zadataka i rotacije u okviru poslova, prati karijere pojedinaca i aktivno podstiče razvoj ljudi do njihovog punog potencijala. On je dostupan i brižan i značajno pomaže svojim pozitivnim pristupom i uvažavanjem ljudi sa kojima saradjuje.

## Conclusion

In the period of great changes that can have long-term consequences on a health care organisation and all the people employed in it, the role of a manager is essential in implementing methods for establishing changes. A successful manager in such a new, transformed structure of the health care organisation is not just a „successful result-achieving machine” but is at the same time the leader and motivator behind the change. He/she puts to full use the transformation strategies, whilst expending the resources carefully, strenghtening the collective efforts, involving employees in the decision-making process and motivating teamwork and collective problem-solving.

Such a manager demands sincerity in human relations and potential problems are publicly confronted and dealt with. He/she develops those relations through training, follows the careers of individuals actively encouraging their development to the full potential. He/she is always available and caring, helping with a positive attitude and respecting the people they work with.

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