



BULE HORA UNIVERSITY MIDWIFERY DEPARTMENT

Description of the course

Course Title: **Health Policy Management**

Course Code: **SPHM-3132**

Credits: 4 ECTS

Semester : II

SECOND Year BSc MIDWIFERY Students

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March, 2020

Resource Management in Health Systems

LEARNING OBJECTIVES

➤ After the **completion** of this chapter the **you will** able to elucidate :

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- **Human Resource Management (HRM)**
- The mechanisms of **acquiring** and **retaining** human resource.
- **Financial resource management**
- **Material resource management**

1. HUMAN RESOURCE MANAGEMENT(HRM)

Definition

- **HRM:** is the process of acquiring and retaining the organization's human resource.
- It is the function of the management which is concerned with hiring, motivating and maintaining people in an organization.
- Deals with *planning, recruitment, selection, socialization, training* and *development* of organization members
- ***It focuses on people in the organization***

IMPORTANCE OF HRM

- Hire the right person for the job
- Low attrition rate
- Ensure people do their best
- Avoid unsafe labor practices
- Effective training

STEPS IN HRM (STAFFING)

1. Acquisition

- Human resource planning
- Recruitment
- Selection
- Orientation

CONT....

2. Retention

- Performance appraisal
- Placement: promotion, transfer & demotion
- Training & development
- Discipline (corrective counseling)
- Compensation & benefits administration
- Employee assistance & career counseling
- Safety & health

3. Separation of human resources (EXIT)

- **either be temporary, permanent, voluntary or involuntary**
- Lay-off, discharged, resignation and retirement

HUMAN RESOURCE PLANNING(HRP)

- **HRP** is an *effort to anticipate future business* and *environmental demands* on an organization, and to *provide the personnel* to *fulfill that business* and satisfy those demands
- It is based on *future personnel needs, internal* and *external factors*

Planning procedures include

- Planning for **future needs**
- Planning for **future balance** (Number **needed** **vs.** **present**)
- Planning for the **development of employees**

HRP ACTIVITIES IN DETAIL

1. Profiling : the HSO at some future point & estimate Nos. & types of jobs(skills)

2. Estimating: No. of staff required

3. Personnel inventory-

- Assess current human resources (skills, abilities, potentials)
- Analyze how they are currently used

4. Human resource forecast : predict future personnel requirements

- No. of workers needed
- No. expected to be available
- The skill mix required

CONT.....

5. Action plans: to enlarge the pool of people qualified to fill the projected vacancies through:

- Recruitment and Selection
- Placement
- Transfer
- Training & Development
- Promotion
- Compensation

6. Monitoring and evaluation :

- to provide feedback on the effectiveness of the HRP system by monitoring the degree of attainment of human resource objectives

2. RECRUITMENT

- **Recruitment:** Is the development of a *pool of job candidates* in accordance with a **human resource plan**
- **Job description:** a written description of a **non management** job, covering title, duties, and responsibilities, and including its location on the organization chart
- **Position description:** a written description of a **management job**, covering title, duties, and responsibilities, and including its location on the organization chart
- **Hiring specification:** a written description of the education, experience, and skills needed to perform a job or fill a position effectively

CONT.....

○ **Three principal factors** contributing to the need to recruit personnel are:

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1. **Employee turnover:** resignation and retirement
2. **Nature of present workforce**-in the context of changing technology
3. **Rate of growth of the organization:**
 - Increased occupancy
 - Facility expansion
 - Addition of services
 - Intensifying services

METHODS OF RECRUITMENT :

1. **Peer recruiter:** Its advantage is that well-informed person is identified
2. **Within the organization:** it is the **most familiar** method and has the following advantages:
 - you can get most familiar person ,
 - it can be inspiring for the employees
 - It is less expensive
3. **Outside organization:** through **advertising vacancies, visits to colleges** and **universities**, contacts with **public** and **private employment agencies**
4. **Formal announcement** e.g. through mass media

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LEGAL CONSIDERATIONS IN RECRUITMENT

- **Prohibiting discrimination:** e.g. by age, sex, color, ethnicity, religion, political stand
- **Equal employment opportunity:** applies for both **private** and **public sectors** (e.g. avoid nepotism)
- **Affirmative action :** for females and minorities
- **Equal pay:** like pay for **like jobs**: uses the concept of **comparable** worth which is the principle that different jobs that require comparable skills and knowledge **deserve comparable pay**

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3. SELECTION

- *The principle of selection is to determine whether an applicant is suited for the job in terms of training, experience and abilities*
- **Steps in the selection process**
 - Completed job application
 - Initial screening interview
 - Testing
 - Background investigation
 - In-depth selection interview
 - Physical examination
 - Job offer

4.SOCIALIZATION (ORIENTATION)

- It is a *program designed* to help employees to *fit into* the organization *smoothly*.
- It *provide information, introduce* and *encourage questions* about the organization, its activities and employees

5. TRAINING AND DEVELOPMENT

- ✓ **Training program** is meant for **non-managers** to *maintain* or *improve* their *technical skill* to enhance **current performance**
- ✓ **Development Program** : is for **managers** and is done for increasing *future conceptual* & *human relations skills*
- ✓ **Both programs** improve the *performance* and *skills* of **non-managers** and **managers**

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TRAINING PROGRAMS

- ❖ **Procedures to determine training needs of individuals**
 - **Performance appraisal:** *measure work* against the *standards*
 - **Analysis of job requirements:** *requirement* vs *available skills*
 - **Organizational analysis:** *effectiveness* of the *organization*: train those with *low performance* and *high turnover*
 - **Employee survey:** about *problems faced* and *actions needed*. After *assessing needs* plan *appropriate training*

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MANAGEMENT DEVELOPMENT PROGRAMS

- To improve **knowledge** and **skills** of managers
(for **effectiveness** & **promotion**)
- Nowadays, **frequently used** because
experience takes time
- But, **it is costly** and some prefer to **providing
job experience**

METHODS OF DEVELOPMENT PROGRAMS

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1) On-the-job methods:

- ✓ They are tailored to individual needs;
- ✓ they are job related ;
- ✓ conveniently located
- ✓ Approaches:

1) **Coaching:** by immediate supervisor. But there may be unnecessary influence of employee by the coach

2) **Job rotation:** gives broad experience with familiarization of different jobs

3) **Training positions:** providing assistant positions under bright managers

CONT....

2) Off-the-job method:

- ❖ Expose to new ideas, experience and new faces.
- ❖ This can be :
 - In the form of in-house classroom teaching or
 - Sponsored by universities or organizations in the form of workshops , seminars , etc.

e.g. Trainings of Managers at Ethiopian Management Institute

PERFORMANCE APPRAISAL(PA)

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■ PA could be

- **Informal** : feedback on day-to-day performance (strength/weaknesses)
- **Formal systematic appraisal**: a systematic feedback about performance(semi-annually or annually)

■ Purpose of PA

- To **give feedback**
- To **recognize outstanding performance & the need for compensation**
- Locate the **need for additional training** and
- Identify **candidates for promotion**

METHODS OF RATING/EVALUATION AN EMPLOYEE

- **Manager's rating (commonest)**
- **Group of managers rating (2nd most common)**
- **Group of peers rating**
- **Employees' rating of bosses**
- **Combination of methods**

PROMOTIONS & TRANSFER

- **Promotion:** It is moving to *higher position* (up-ward) *responsibility* in order to *recognize outstanding performance*
- It should be *merit-based*
- But , **there are problems**
- Some employees may be *bypassed*
- *reduce morale & resentment/intolerant*
- **Discrimination** may occur

PROMOTION & TRANSFER....

➤ **Transfer : Shift to other position of similar level- -horizontal**

- For experience,
- To fill vacancies,
- To keep promotion ladders open
- To keep individuals interested in the job
- Sometimes , as a measure for those with inadequate performance

DISCIPLINE, SEPARATION AND DEMOTION

- **Discipline(corrective counseling):** When the org. policy and regulations are violated
- **Separation:** forcing employee to have leave with pay
- **Demotion:** moving employee to lower position

○ Steps

- **Warning**
- **Reprimand** (mangers talks/confronts employee face-to-face)
- **Probation** (trial)
- **Suspension**
- **Disciplinary transfer**
- **Demotion**
- **Discharge/dismissal**

TIME MANAGEMENT

- Time management is the development of processes and tools that increase time-efficiency
- ▶ A non-renewable resource

Rationale

- ✓ is crucial to your development and success, finding balance between work and life, overall well-being, increased productivity of organization



THE "THREE PS" OF EFFECTIVE TIME MANAGEMENT

Developed by Andrew Berner

- 1. Planning.**
- 2. Priorities.**
- 3. Procrastination (post-phoned, to delay repeatedly & without good reason)**



TIME MANAGEMENT-PLANNING

- **What will be done (list of activities,)?,**
- **Where it will be done (place)?,**
- **Who will do it?, and**
- **When it will occur?**



TIME MANAGEMENT-PLANNING CONT...

- ***Time table:*** is used for weekly regular recurring events.
- ***Schedule:*** - for intermittent, irregular or variable events, including details of where the events take place. Use area maps and calendar, consider the population density and the local markets (public gathering days) as well.
- ***Roster:*** - for duties planned for different staff members, for different times in turn.
Make it fairly distributed among the appropriate staffs.



TIME MANAGEMENT-PLANNING CONT...

- **Programme:** - for long term arrangements of several different events or activities of which the time plan is only one part.
- **Year calendar:** - acts as a reminder of definite important events, usually out of one's control.. In addition it shows where it is possible to fit in new events such as special meetings or periods of travel.



USING YOUR CALENDAR

- Add a meeting as soon as you know about it.
- Write dates for follow-up on calendar.
- Include personal deadlines.
- Have one master calendar.
- If you use an electronic calendar, back it up regularly.



TIME MANAGEMENT

- **Finding out how staff use time**
 - **Keep a daily diary for a few days to**
Identify how much time is spent in performing actual tasks, how much on correspondence, how much on talking to other staff, how much on walking around.

To make the best use of time avoid unnecessary wasting.



MATERIAL MANAGEMENT

Material management:

- is the integrated function of purchasing and allied activities so as to achieve the maximum coordination and optimum expenditure in the area of materials



MATERIAL MANAGEMENT

Materials management enables to have the right materials at the right place at the right time.

- This depends on effective policies of forecasting, inventory, and materials distribution.



MATERIAL MANAGEMENT INCLUDES

- Expendable & Non Expendable
- Purpose:-for wise use and avoid wasting.

Common reasons for wasting:

Overusing (in amount and variety)

Using expensive ones for no additional
benefits

Overstocking

Inappropriate storage (temperature,
ventilation, radiation...)

Issuing too much at a time

MATERIAL MANAGEMENT

The four main procedures in the management of equipment

1. *Ordering*

- Obtaining equipment from stores or shops
- Requires the following skills:
 - Listing requirements, from a knowledge of past use and estimates of present use - type & quantities, economically.
 - Balancing requirements with available resources and making cost estimates, and prioritization.



SKILLS REQUIRED FOR ORDERING

- Use of a catalogue (list of articles for purchase) from shops/ distributors.
- Completion of order – forms or requisition forms to the appropriate source. Note the exact item number description & price carefully. In case of drugs avoid brands names.



MATERIAL MANAGEMENT ...

2.Storing Equipment

- Recording, labeling and holding equipment in a stock
- Dry, cool, and protected from light, arrange systematically and label them
- The following skills are required
 - 1.Recording the receipt of new articles and the issue of articles. Compare with invoice (a statement of the cost of the article). or the delivery note.
 2. Keeping a stock- book or ledger in balance.



MATERIAL MANAGEMENT ...

3. Issuing Equipment

Giving out the material requested, recording the issue and the balance of remaining stock, and receiving a signed issue voucher.



MATERIAL MANAGEMENT ...

- **Three steps:**
 - A ledger record (writing the issue in the stock ledger) - to make balance, to order new below a certain level
 - Issue of a voucher which must be signed (date, what how much, page in the ledger, to which department, by whom, signature).
 - An inventory record of the section receiving and using the equipment.



4. CONTROLLING AND MAINTAINING EQUIPMENT

To avoid wastage:

- **Skills needed:-**

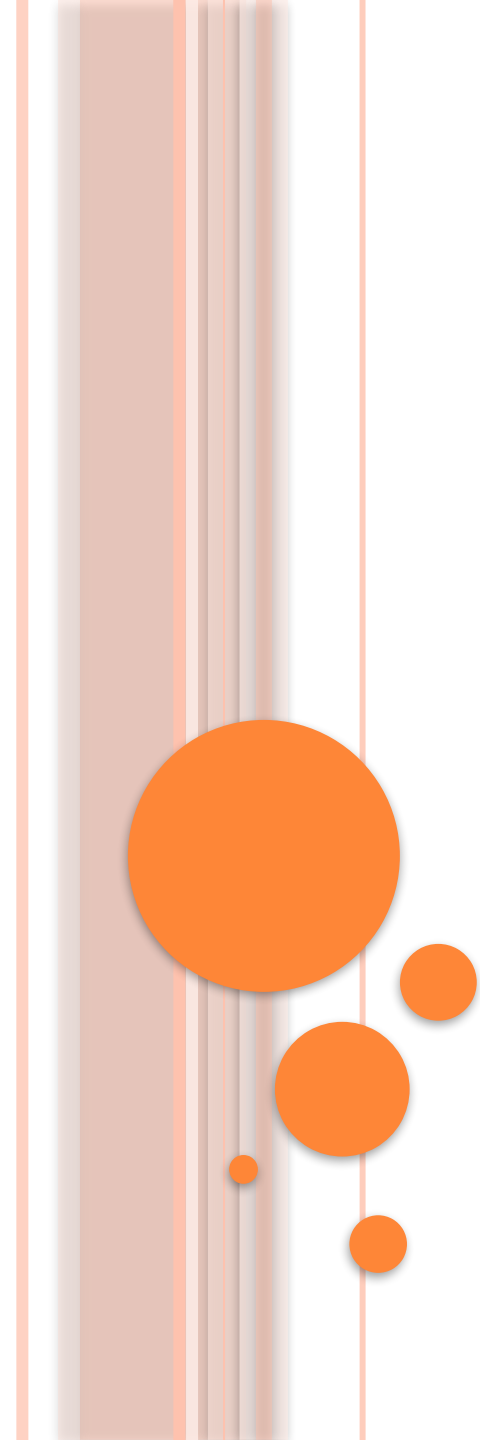
- Cleaning and keeping equipments in order after use
- Inspection (using checklist and schedule)
- Repairing of damaged non expendable equipment.■



MATERIALS CONTROLLING MECHANISMS

- Model 19: Model for confirming delivery of items/drugs
- Model 20: Model for requesting items/drugs
- Model 21: Model for approving item delivery by person in authority
- Model 22: Model for issuing items/drugs.





MANAGING SPACE

MANAGING SPACE

- There are two kinds of working space and how to make the best of them in providing health care are:
 - The buildings/other settings where health care is given,
 - The geographical/" Catchment's" area served by a health centre.



MANAGING SPACE . . .

Arranging workspace

- There are no complex rules about the arrangement of working space. Only two simple questions need to be answered.
 - What work has to be done where?
 - Could this space be arranged in another way that would make the work easier and suit the patients better?



MANAGING SPACE . . .

Arranging work-flow

- Workflow is an arrangement in which series of work functions are coordinated in space and time so that delays are minimal.
- The usual flow in an out patient unit is as follows:

Patient In □ Registration □ Examination □
Laboratory □ Treatment room □ Pharmacy □
patient out.



MANAGING SPACE . . .

Defining the Catchments area

- In health, it means the area from which patients come to the health service.
- In the case of a regional/district hospital, the catchments area is the whole region/district; for a health centre it would be the villages around the health centre, and for a small treatment post it might be only one village.



MANAGING SPACE . . .

Using maps in district health work

- To show distances to various health units & villages.
 - To plan routes.
 - To decide on travelling methods.
 - To learn of the d/t types of community in an area.
 - To obtain information about the community environment.
 - To show the topography of an area, i.e. its physical features, mountains, rivers, etc.
 - To show public buildings, e.g. schools.
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Thank you!!!