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'Actually, it's a beautiful voice and a beautiful accent. The only problem is, I can't understand a word you're saying,' Trump said. 'But I just say this, good luck, live in peace.'



Junior



Senior



Ordinary Student



Medical Student





Why Do Excellent Doctors Fail as Hospital Directors?



- Poor organizational structure
- Weak resource allocation
- Limited leadership skills



- System organization
- Strategic resource use
- Effective leadership

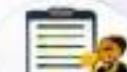
Is this a clinical failure... or an administrative failure?



Why **Health Administration** Matters to You as a Future Doctor?



Physicians as Future Leaders in Health Systems

-  Physicians Lead Teams
-  Physicians Manage Clinics & Departments
-  Physicians Influence Resource Allocation
-  Physicians Shape Policies & Decisions
-  Physicians Operate Within Health Systems

From Student → to Doctor → to **Healthcare Leader**



Leadership



Management



Strategy



Better Healthcare



Outline:

- Definitions
- Evolution of Health Administration
- Health System Structure
- Administration vs Management
- Levels of Administration





Introduction to Health Administration

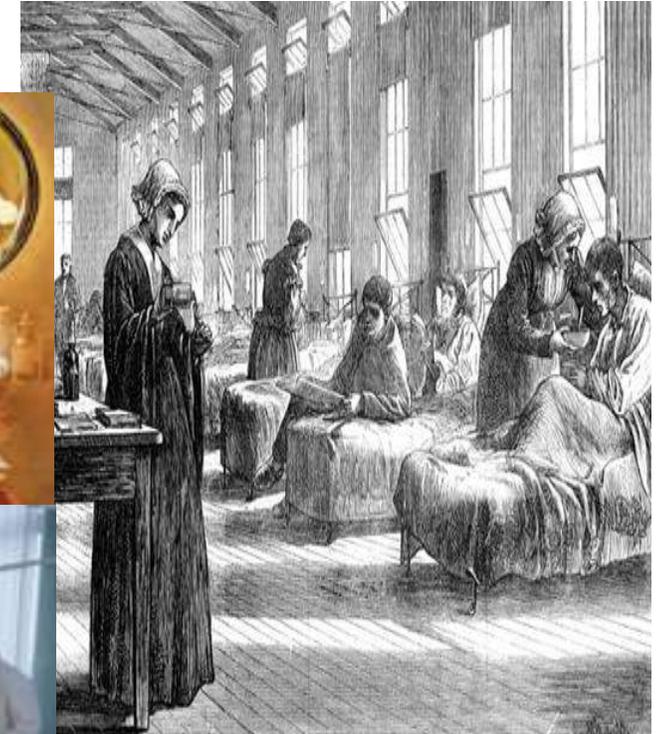
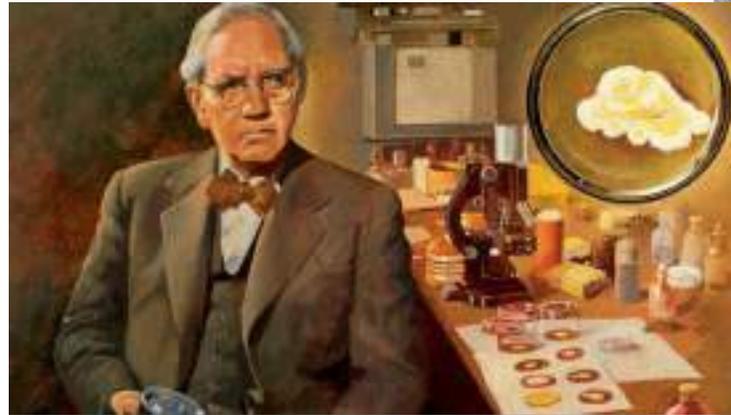
- Healthcare is a major determinant of health.
- Healthcare organizations are complex and dynamic.
- Effective administration leads to:
 - ✔ Continuous patient care
 - ✔ Operational efficiency
 - ✔ Proper resource allocation





Historical Development of HA

- Before 20th century:
 - Hospitals less organized and less efficient.
 - Limited medical technology
- 20th century:
 - Anesthesia
 - Antibiotics
 - Modern surgery



Growth of hospitals → Need for professional administration



Modern Health Administration

- Large, complex healthcare institutions
- Patient-centered care
- Integration of technology (EHR, telemedicine)
- Expanded government role
- Complex financing systems
- Rising costs
- Changing patient expectations





Definitions:

Health System

Definition: A health system includes all organizations, institutions, resources, and activities whose primary aim is to improve **population** health.

Includes:

- Healthcare services
 - Public health activities
 - Health policies
 - Health financing mechanisms
- ✔ Health system is broader than hospitals only.

Health Care Delivery System

Definition: A health care delivery system is the structured mechanism responsible for providing health services to individuals.

Includes:



Hospitals



Clinics



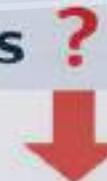
Primary care centers



Healthcare professionals

Delivery system is a component of the health system.

What does it take to manage a healthcare system that serves millions ?



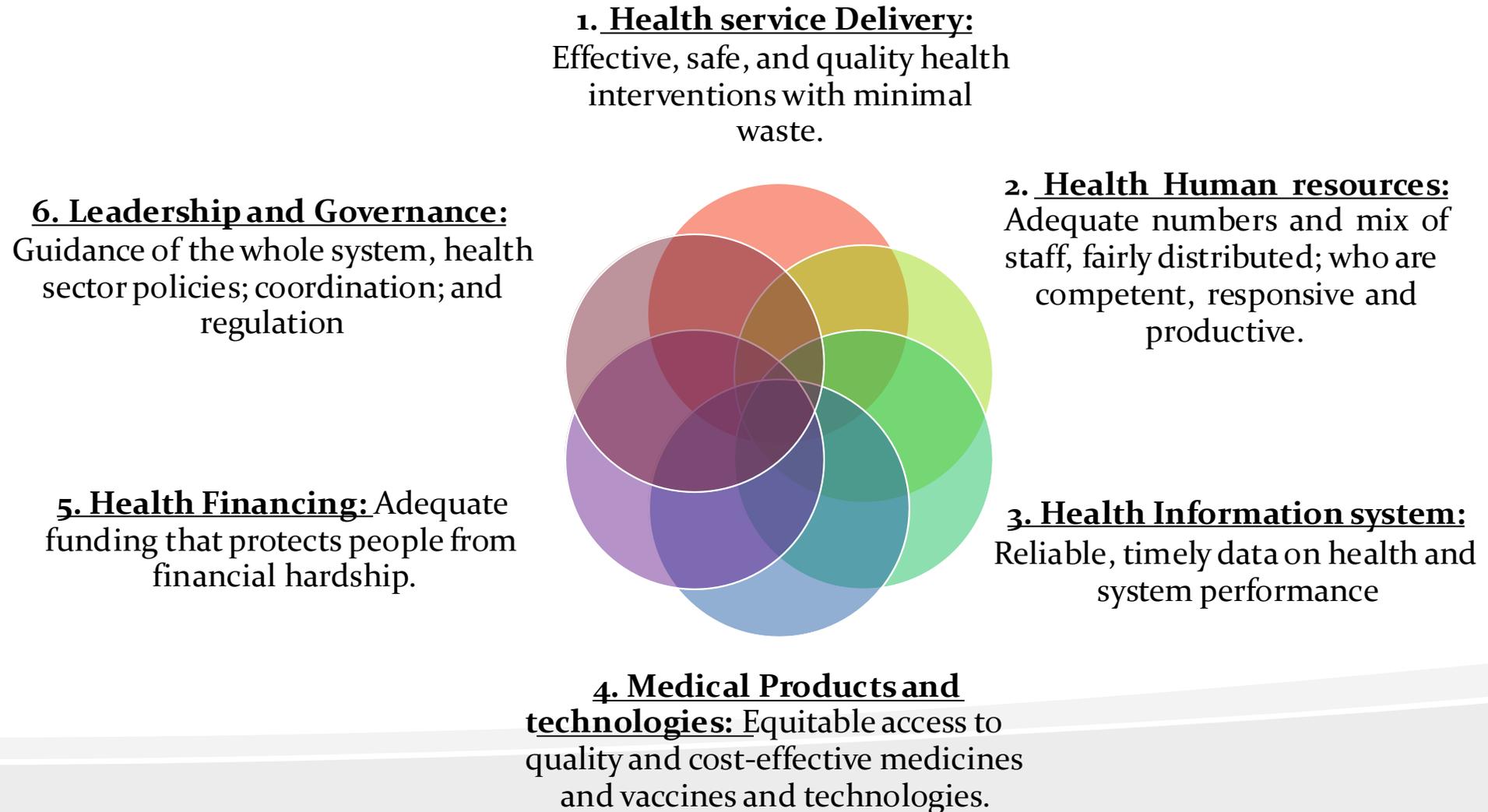


The six building blocks of a health system:





The six building blocks of a health system:





Definition of Administration

- Administration is the process *of organizing, guiding, and managing* people and resources to achieve specific *goals efficiently* and effectively. It involves planning, coordinating, and supervising activities to ensure that tasks are *completed on time* and within *budget*.



Administration:

- Organizing
- Guiding
- Managing resources
- Achieving goals efficiently



Health Administration



Public health administration is the component of public health that concentrates on management of **people and programs**.



HA is essential for the success of any public health program
Public health.

Management of people and programs at:

- National level
- Intermediate level
- Local level



HA involves making both *daily* and *long-term* decisions that reflect the healthcare system's business strategies



HA is a “hidden” career.

Health care administrators are considered health care professionals.

The role of a [Public Health Administrator](#) is to supervise non-clinical operations of public and private healthcare organizations and departments.

HA is a *dynamic* field that combines *health policy, business, and science* to manage financial and human resources.



Management and Administration

The term “Management” and “Administration” are used interchangeably. However, they don’t mean the same!

- **Administration**- is the overall determination of policies and major objectives.
- **Management**- is an executive function (تنفيذي) or the operational part (التشغيلي) of administration, the active direction of human effort.



Administration = Thinking & Policy
Management = Doing & Execution



Management

- Management is a **process** that transforms resources into desired outcomes through coordinated activities.

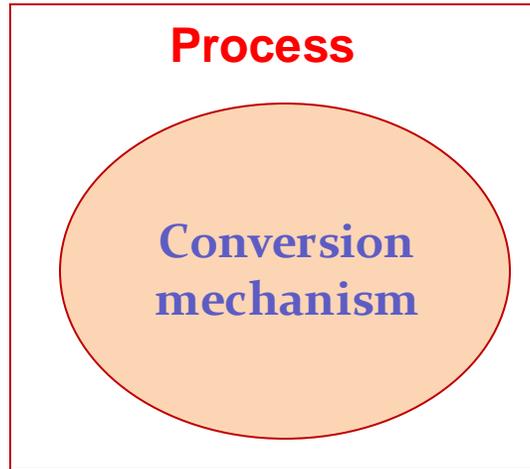
It is a “conversion mechanism”.



Management:



Inputs



Outputs

Human resources

(Doctors, nurses, technicians, administrators)

Non-human resources

- Financial resources
- Physical resources (equipment, buildings)
- Materials (supplies, medicines)
- Information (data, reports)

Goals and Objectives Achievement

- Healthcare services
- Achieved goals
- Improved patient outcomes
- Organizational performance



Management vs Administration

	Management	Administration
Nature	Executive / Doing function	Decision-making / Thinking function
Scope	Implementation of policies & daily operations	Determining policies & long-term plans
Level	Middle & Lower levels	Top level
Influence	Guided by objectives set by administration	Influenced by external environment & vision
Main Function	Directing & organizing resources	Planning & controlling overall strategy
Skills Required	Technical & human skills	Conceptual & strategic skills



Levels of management



1. Top Level Management (Strategic Level)

- **Role:** Planning & Policy
- **Functions:**
 - ✓ Set organizational vision and objectives
 - ✓ Develop policies and long-term strategies
 - ✓ Allocate major resources
 - ✓ Plan and assign competent managers to departments (middle-level management).
 - ✓ Represent the organization externally e.g., stakeholders, government, public).
- **Examples:** CEO – Board of Directors – CFO – COO
-  Top-level = **Thinking & Decision-Making**



Levels of management



2. Middle Level of Management (Tactical level)

Role: Implementation & Coordination

Functions:

- Implement policies from top management
- Supervise departmental activities
- Coordinate between top and lower levels
- Prepare reports and feedback
- Responsible for **training** lower-level staff.

Examples: Department Heads – Unit Managers – Branch Managers

 Middle-level = **Bridge between planning and execution**



MIDDLE
MANAGEMENT



3. Lower Level of Management (Operational Level)

Role: Daily Operations

Functions:

- Supervise day-to-day activities
- Guide and support staff
- Ensure tasks are completed efficiently
- Follow instructions from **middle-level managers** and Report performance to middle management

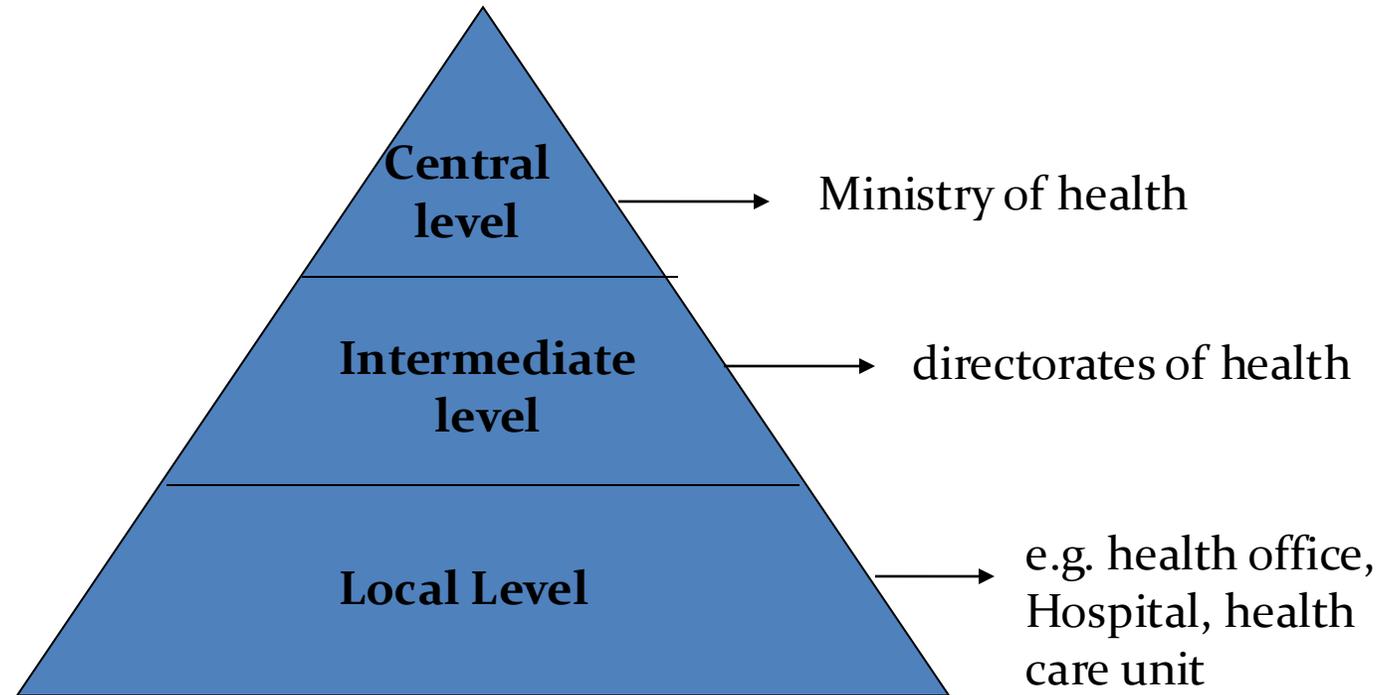
Examples: Head Nurse – Shift Supervisor – Team Leader

 Lower-level = **Execution & Supervision**



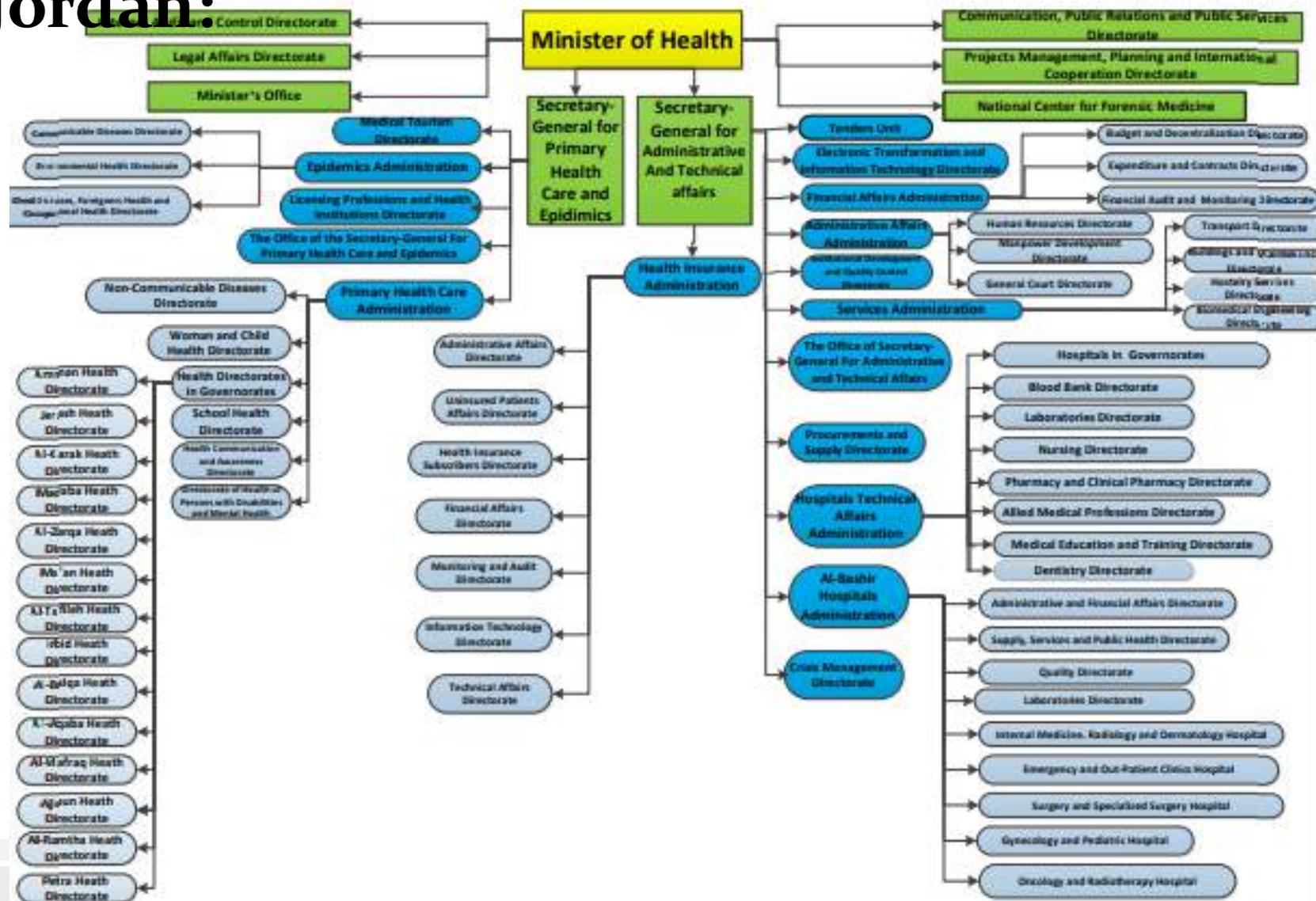
Levels of Administration

There are 3 levels of administration.





In Jordan:



https://www.moh.gov.jo/EN/Pages/Organization_Structure

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THANK YOU

to be continued...