

MANAGEMENT IN HEALTH CARE PRACTICE A Handbook for Teachers, Researchers and Health Professionals	
Title	TERMINOLOGY
Module: 1.8	ECTS (suggested): 0,2
Authors	Želimir Jakšić, MD, PhD, Professor Emeritus Andrija Štampar School of Public Health, Medical School, University of Zagreb, Croatia Luka Kovačić, MD, PhD, Professor Andrija Štampar School of Public Health, Medical School, University of Zagreb, Croatia
Address for Correspondence	Luka Kovačić Andrija Štampar School of Public Health, Medical School, University of Zagreb Rockefellerova 4 10000 Zagreb, Croatia Tel: +38514590104 Fax: + 38513884414 E-mail: lkovacic@snz.hr
Keywords	Public Health Glossary, Health Care, Education
Learning objectives	After completing this module students and public health professionals should: <ul style="list-style-type: none"> • help to escape in misunderstandings of meanings of similar terms; • recognize importance of group work and active participation; • increase knowledge of specific terms.
Abstract	The field of public health has a distinctly uncoordinated terminology. The reason for this is that terms are taken over from different other scientific fields or are created according to historical needs and circumstances in different countries. A local jargon is frequently used. The task of this module is to review a group of terms on the enclosed list which will be often used during the public health course. It is expected from students to give short description of definition of previously unknown terms and list of terms which students find ambiguous.
Teaching methods	Exercise: individual work, small group discussions.
Specific recommendations for teachers	It is recommended to use this module in the beginning of the course in order to harmonize the students understanding of the public health terminology and to develop participation and cooperation within group. The first part of the exercise could be individual work followed by small group work and reports from the group in plenary session. Each group can work on by the teacher selected group of terms. The glossary printed as attachment at the end of this module could be distributed to students after exercises.
Assessment of Students	Assessment could be done through observation of discussion and participation in the exercise.

TERMINOLOGY ¹

Želimir Jakšić, Luka Kovačić

THEORETICAL BACKGROUND

The field of public health has a distinctly uncoordinated terminology. The reason for this is that terms are taken over from different other scientific fields or are created according to historical needs and circumstances in different countries. A local jargon is frequently used. That is why the understanding of meanings and coordination of terminology is one of the first tasks in the public health course.

Understanding of terms will not come from learning by heart their definitions, but from analysis of their meanings in meaningful messages and understanding of their origin and destiny. Like other words, scientific and technical terms are living and changing in spite of strict definitions. It is helpful to find a responding word in student mother tongue, but do not be disappointed if that would be hard or impossible. During the studies students will gradually discuss terms as they come, so that at the end the course students should complete the vocabulary.

EXERCISE

Task 1: Definition of terms

The task is to review a group of terms on the enclosed list which will be often used during the course.

1. Choose the terms you do not understand, find their definition in a text-books or internet and write it down.
2. Mark the terms which you feel ambiguous and discuss them with your colleagues and teachers in small group.
3. Elect the group representative to report the main conclusions and the group process.

Expected outcome

1. Short descriptive definition of previously unknown terms.
2. List of terms which students find ambiguous.

List of terms

A/ MANAGEMENT
ADMINISTRATION
ORGANIZATION
IMPLEMENTATION
DIRECTION

B/ POLICY
PLANNING
BROAD PROGRAMMING

¹ Adapted from Jakšić Z, Folmer H, Kovačić L, Šošić Z, ed. Planning and management of primary health care in developing countries. Training guide and manual. Zagreb: Andrija Štampar School of Public School, Medical School, University of Zagreb, 1996.

- DETAILED PROGRAMMING
- REPROGRAMMING
- STRATEGY
- GOAL, OBJECTIVE, TARGET
- PRIORITY
- CONSTRAINT, OBSTACLE
- INTERACTION

- C/ EVALUATION
- EFFECTIVENESS, EFFICIENCY,
- EFFICACY
- OPERATION RESEARCH
- ACTION RESEARCH
- MONITORING
- SUPERVISION
- CONTROL
- QUALITY CONTROL

- D/ INDICATORS / INDICES
- PROGNOSIS
- PROJECTION
- PREDICTION
- FORECASTING
- STANDARD
- NORM
- REPORT

- E/ MANPOWER DEVELOPMENT
- EDUCATION, TRAINING
- PROFESSIONALS
- AUXILIARIES
- ROLE, TASK, FUNCTION
- TASK ANALYSIS
- SKILL, ATTITUDE, KNOWLEDGE
- KAP (KNOWLEDGE, ATTITUDE, PRACTICE)
- TEAM, WORKING GROUP, TASK FORCE

- F/ SYSTEM ANALYSIS
- MODELING
- OPTIMIZATION, SUBOPTIMIZATION
- INPUT-OUTPUT ANALYSIS
- COST-BENEFIT, COST-EFFECTIVENESS
- COST-UTILITY
- PROBLEM-SOLVING

- G/ COORDINATION, COOPERATION
- INTEGRATION
- INTERSECTORAL
- REFERRAL, CONSULTATION
- LOGISTICS

COORDINATION
LEVELS: GRASS-ROOT, COMMUNITY, LOCAL, INTERMEDIATE,
SUBREGIONAL, REGIONAL, COUNTRY, NATIONAL

H/ COMMUNITY MOTIVATION,
INVOLVEMENT,
PARTICIPATION,
COMPLIANCE,
PRIMARY GROUPS (COMMUNITIES)
USER, UTILIZER,
PARTNER,
NEEDS, DEMANDS, WANTS,
AVAILABILITY,
ACCESSIBILITY

I/ (List of unknown terms)

Task 2: Difference in meanings of “management” and “administration”

Point of consideration

The terms “management” and “administration” are often used with the same meaning.

They are indeed to a certain degree interchangeable. However, because of different traditions in countries we might even not be aware of different connotations they have for us. The word administration comes from the Latin word administrare meaning to help. Management comes from the English word to manage.

For some people it would be very difficult even to imagine the differences between two terms. In some countries two terms would be used in opposite direction. If one reads some books and articles it could be found that in different historical periods one or the other term was more fashionable. The same is true for different countries and cultural settings.

Task for students

Imagine that you are coming into an office building where you find two doors. One has the label ADMINISTRATION and the other MANAGEMENT.

Answer the following questions:

- What do you expect behind each of these doors?
 - Behind which door do you expect to find people working on a higher hierarchical level?
1. Each member of the group answers the given questions separately;
 2. Discuss your answers in small group explaining similarities and differences;
 3. Compare your findings with descriptive definitions printed in Annex;
 4. Report shortly in plenary on findings and proposals for utilization of terms during the course.

REFERENCES

1. Pencheon D, Guest C, Melzer D, Gray Muir JA (editors). The Oxford Handbook of Public Health Practice. Oxford University Press Inc., New York, 2001.
2. Jakšić Z, Folmer H, Kovačić L, Šošić Z, ed. Planning and management of primary health care in developing countries. Training guide and manual. Zagreb: Andrija Štampar School of Public School, Medical School, University of Zagreb, 1996.
3. <http://www.healthypeople.gov/state/toolkit/default.htm#Content>

RECOMMENDED READINGS

1. <http://depts.washington.edu/hsic/resource/glossary.html#m>
2. <http://www.who.int/trade/glossary/en/#M>
3. http://www.pohly.com/terms_p.html
4. Glossary of Health Care and Health Care Management Terms *compiled by* Laura Larsson.

ANNEX

This glossary should be distributed to students at the last part of the second task. It includes some of terms often used in the public health courses. The other terms could be finding throughout of this book, and in other publications.

ADMINISTRATION means control or direction of affairs, especially putting something into operation by someone with official power to do so. It implies the use of formal and hierarchical lines and procedures. It tends to follow inflexible rules and regulations. Traditionally it reflects functioning of the public sector institutions. Sometimes it is used for government services and government itself.

MANAGEMENT means using resources of all kinds (3 M = Men + Money + Materials) so that they jointly as a system reach given objectives and produce attainable results. Management is following flexible and dynamic procedures. Management is specially used for work in business and with money, but it means also skilful dealing with other persons. It has a positive connotation so that managing problems or difficulties means their successful solution. Traditionally it is connected with business and industrial enterprises. Sometimes it is used to describe the people who are in charge or a governing body of a firm.

ORGANIZATION (or **organization**) is a social arrangement which pursues collective goals, which controls its own performance, and which has a boundary separating it from its environment. The word itself is derived from the Greek word *ὄργανον* (organon) meaning *tool*. The term is used in both daily and scientific English in multiple ways.

In the social sciences, organizations are studied by researchers from several disciplines, the most common of which are sociology, economics, political science, psychology, management, and organizational communication. The broad area is commonly referred to as organizational studies, organizational behaviour or organization analysis. Therefore, a number of different theories and perspectives exist, some of which are compatible, and others that are competing.

- Organization – process-related: an entity is being (re-)organized (organization as task or action).

- Organization – functional: organization as a function of how entities like businesses or state authorities are used (organization as a permanent structure).
- Organization – institutional: an entity is an organization (organization as an actual purposeful structure within a social context)

PLANNING in organizations and public policy is both the organizational process of creating and maintaining a plan; and the psychological process of thinking about the activities required to create a desired future on some scale. As such, it is a fundamental property of intelligent behaviour. This thought process is essential to the creation and refinement of a plan, or integration of it with other plans, that is, it combines forecasting of developments with the preparation of scenarios of how to react to them.

The term is also used to describe the formal procedures used in such an endeavour, such as the creation of documents, diagrams, or meetings to discuss the important issues to be addressed, the objectives to be met, and the strategy to be followed. Beyond this, planning has a different meaning depending on the political or economic context in which it is used.

The circumstances in which we assume that future activities will be performed are determining **feasibility of our plans**. Feasibility has the same meaning as possibility. A plan is feasible when we have the power and resources to implement it, to make it possible. The examination of feasibility is done in a systematic way, scrutinizing all possible obstacles and constraints.

In the described interplay the planner has an opportunity to design **many optional solutions (strategies)**, what gives him a chance to choose the best of them or combine them in an acceptable way.

Designing of optimal (alternative) strategies is the challenging part of planning. In stimulating that process different techniques have been recommended.

Plan of action is formulation of action to be taken by different subjects. **Master plan of action** is formulation of actions needed to fulfil results of broad programming and the **operative plan of action** is the same for detailed programming.

GOAL is the most general, not constrained by time and existing resources, rather descriptive than quantified, not necessarily attainable, but an ultimate, desired state expected as a result of a policy or broad programming.

Examples: Increase regular exercise among older adults; Ensure all children have access to health care; Eliminate second-hand smoke in public places.

OBJECTIVE is the intermediate, specified in time, usually measurable and attainable end-result expected of broad or detailed programming. Examples: by 2010, increase the use of safety belts and child restraints to at least 90% of motor vehicle occupants (Baseline: 70% in 1997); to reduce breast cancer mortality by 25% 5 years after start of the screening program.

TARGET (the desired end point amount of change, reflected by a number or percentage) is the most specific, measurable with precision in short- term periods, useful as an indicator for monitoring the detailed program achievements. They may be used in different horizons of time as milestones along the way toward an objective.

OBSTACLE is a created difficulty preventing the planned activity. It is mostly created by an opposing interest group and often is an expression of political conflicts or tensions.

CONSTRAIN is a set of limits due to economic, social, administrative, professional and cultural conditions.

PROGRAMMING is translation of health policy goals and objectives into strategies and targets to be implemented in practice. It could be divided into broad and detailed programming.

- **Broad programming** can be described as translation of health policies into strategies for achieving clearly stated objectives.
- **Detailed programming** is conversion of strategies into technology, manpower, infrastructure, financial resources and time required to implement program.

SYSTEM ANALYSIS is a systematic examination of a system (situation, problem) in which each step is made as explicit as possible. The steps are:

- Listing all elements which can be related to the system or its environment;
- Defining goals and objectives of the system, identifying also their hierarchy and the most important objective in an observed situation according to the purpose of the analysis;
- Choosing elements which will be considered as the proper system (bounding or bordering the system) and others which will be regarded as environment according to defined goals and objectives;
- Describing and examining elements and their relations;
- Generating optional solutions, alternatives by manipulating elements and relations to fit better the objectives of the system or to find solutions for identified problems;
- Comparing and evaluating different alternatives and modelling a complex new system.

HEALTH POLICY has different meanings:

1. A statement of a decision regarding a goal in health care and a plan for achieving that goal; e.g., to prevent an epidemic, a program for inoculating a population is developed and implemented.
2. A field of study and practice in which the priorities and values underlying health resource allocation are determined.

A policy is a deliberate plan of action to guide decisions and achieve rational outcome(s). The term may apply to government, private sector organizations and groups, and individuals. Presidential executive orders, corporate privacy policies, and parliamentary rules of order are all examples of policy. Policy differs from rules or law. While law can compel or prohibit behaviours (e.g. a law requiring the payment of taxes on income) policy merely guides actions toward those that are most likely to achieve a desired outcome.

Policy or policy study may also refer to the process of making important organizational decisions, including the identification of different alternatives such as programs or spending priorities, and choosing among them on the basis of the impact they will have. Policies can be understood as political, management, financial, and administrative mechanisms arranged to reach explicit goals.