



The Hebrew University of Jerusalem

Syllabus

PUB. HEALTH SERVICES: PLANNING AND ORGANIZATION - 98406

Last update 27-09-2023

HU Credits: 2

Degree/Cycle: 2nd degree (Master)

Responsible Department: Public Health

Academic year: 0

Semester: 1st Semester

Teaching Languages: Hebrew

Campus: Ein Karem

Course/Module Coordinator: Dr. Sydney Engelberg

Coordinator Email: Sydney.Engelberg@mail.huji.ac.il

Coordinator Office Hours: As needed

Teaching Staff:

Dr. Sydney Engelberg

Course/Module description:

Major changes have occurred in the last few decades in the organizational world, including changes in organizational design and employment characteristics. To understand health care systems today it is essential to understand organizations, management and human behavior in those contexts.

This introduction course will focus on basic concepts in organizations and management on the macro and micro levels.

Course/Module aims:

To expose students to relevant organizational theories and processes; to describe public and health care system management in light of management and organization theories, and to examine the Israeli health care system and its place in social systems in general.

Learning outcomes - On successful completion of this module, students should be able to:

In the end of the course, the student will be equipped to:

1. Describe different approaches to organizational structure, organizational processes and the role of the manager, with special emphasis on health organizations.
2. Describe and analyze organizational and managerial processes in general and in the health care system in particular..
3. To explain processes of change in the health system, and analyze organizational implications of these processes on the individual, the organization and system
4. Compare organizational change processes and outcomes in Israeli health institutions to relevant processes described in the world literature and explain the differences.
5. Offer different models for solving managerial problems that arise due to changing contingencies, and analyze the implications at both the micro and macro levels.

Attendance requirements(%):

None

Teaching arrangement and method of instruction: •Frontal lectures – most of the course will be held in frontal lecture mode, including discussions, debates and analyzing critical events

•Experts panel – the last class will host 3 experts from the Israeli health care system, who will, together with the students, analyze organizational processes from the perspectives of the Ministry of Health, delivery organization CEOs and middle management. Students will prepare questions on the basis of the course content.

Course/Module Content:

תאריך נושא השיעור Content Class חומר קריאה
יסודות הארגון - מבוא

Introduction to organizations N. Borkowski. 2009. "Overview and history of organizational theory." Chapter 19 in *Organizational Behavior, Theory, and Design in Health Care*, edited by Nancy Borkowski. Sudbury, MA: Jones and Bartlett. Pp. 387-405.

S. Shortell and A.D. Kaluzny. 2006. "Organization theory and health services management." Chapter 1 in *Health Care Management*, edited by S. Shortell and A.D. Kaluzny. 5th Edition. Clifton Park, NY: Thomson Delmar Learning. Pp. 5-41.
המבנה הארגוני

Organizational structure N. Borkowski. 2009. "Organization design parameters: internal characteristics." Chapter 22 in *Organizational Behavior, Theory, and Design in Health Care*, edited by Nancy Borkowski. Sudbury, MA: Jones and Bartlett. Pp. 457-486.

P. Leatt et al. 2006. "Organization design." Chapter 10 in *Health Care Management*, edited by S. Shortell and A.D. Kaluzny. 5th Edition. Clifton Park, NY: Thomson Delmar Learning. Pp. 314-355.

א. אפק ואח'. 2009. "המורכבות של הארגונים הרפואיים במאה ה-21." הרפואה 148: 121-124.

הארגון והסביבה

Organizational design O. Mazurenko et al. 2012. "Environmental market factors associated with physician career satisfaction." *Journal of Healthcare Management* 57: 307-324.

B. Rechel et al. 2009. "Introduction: hospitals within a changing context." Chapter 1 in *Investing in Hospitals of the Future*. Copenhagen: WHO. Pp. 3-22.

H. Schmid. 2000. "Agency-environment relations: understanding task environment." Chapter 7 in *The Handbook of Social Welfare Management*, edited by R. Patti.

Newbury Park: Sage. Pp.133-54. (הקורס אתר על בעברית)

V.A. Yeager et al. 2013. "Using resource dependency theory to measure the environment in health care organizational studies: A systematic review of the literature." *Health Care Management Review* (in press).

חוקים וועדות שהשפיעו על מערכת הבריאות Laws the affecting committees and care system (1994) ד"התשנ, ממלכתי בריאות ביטוח חוק - ממלכתי בריאות ביטוח חוק

http://www.nevo.co.il/law_html/law01/036_001.htm

נשלף ב- 10.2.2013

בן נון, ג. (2007). דוח הוועדה לבחינת צרכי כח אדם במערכת הבריאות. משרד הבריאות.

<http://www.health.gov.il/PublicationsFiles/calcalaDB.pdf>

נשלף ב- 10.2.2013

תרבות ארגונית Schein .H.E culture Organization .1992. "organizational Defining", chapter 1 and "Uncovering the levels of culture." Chapter 2 in *Organizational Culture and Leadership*. San Francisco: Jossey-Bass Publishers. Pp. 3-27.

C.L. Valentino 2004. "The role of middle managers in the transmission and integration of organizational culture." *Journal of Healthcare Management* 49: 393-404.

תפקיד המנהל

Managerial role H. Mintzberg. 1992. "The manager's job: folklore and fact", chapter 1 in *Managing People and Organizations*, edited by J.J. Gabarro. Boston: Harvard Business School. Pp. 13-32.

J.L. Reinertsen. 1998. "Physicians as leaders in the improvement of health care systems." *Annals of Internal Medicine* 128:833-8.

Welton W, "The Managerial Role," Chapter 2 in Shortell and Kaluzny

ניהול כוח אדם במערכת הבריאות

Human resource management F. Herzberg. 1992. "One more time: how do you motivate employees?" Chapter 11 in *Managing People and Organizations*, edited by J.J. Gabarro. Boston: Harvard Business School. Pp. 159-78.

Fottler et al. "Motivating People," Chapter 3 in Shortell and Kaluzny.

Dall, M.S., T.M., Chen, Y.J., Seifert, R.F., Maddox, P.J., Hogan, P.F. (2009). *Medical Care*; 47:97-104

סילנר, ד., קנטי, ת., רסין, מ. (2009). ניהול כח אדם בסיעוד. בתוך תורן, א., ופיקר, א., מנהיגות בלבן, ניהול סיעוד בבתי חולים. ירושלים: הוצאת מאגנס: האוניברסיטה העברית. (עמ' 121-151)

Harris C, Cortvriend P, Hyde P.(2007). Human resource management and performance in healthcare organisations. *Journal of health organization and management*. 21(4-5):448-59.

שביעות רצון הלקוחות וניהול סיכונים
Johansson satisfaction client and management Risk
P, Oléni M, Fridlund B. (2002). Patient satisfaction with nursing care in the context of health care: a literature study. *Scandinavian journal of caring sciences*. 2002 Dec;16(4):337-44.

Ervin NE. (2006). Does patient satisfaction contribute to nursing care quality? *The Journal of nursing administration*, 36(3):126-30.

Sepucha K, Ozanne EM. (2010). How to define and measure concordance between patients' preferences and medical treatments: A systematic review of approaches and recommendations for standardization. *Patient education and counseling*, 78(1):12-23. Epub 2009 Jun 30.

Hobbs JL. (2009). A dimensional analysis of patient-centered care. *Nursing Research*.;58(1):52-62.

Joosten EA, DeFuentes-Merillas L, de Weert GH, Sensky T, van der Staak CP, de Jong CA. (2008). Systematic review of the effects of shared decision-making on patient satisfaction, treatment adherence and health status. *Psychotherapy and psychosomatics*.77(4):219-26. Epub 2008 Apr 16

Evans SM, Lowinger JS, Sprivulis PC, Copnell B, Cameron PA. (2008). Prioritizing quality indicator development across the healthcare system: identifying what to measure. *Internal medicine journal*;39(10):648-54. Epub 2008 Jun 28.

Copnell B, Hagger V, Wilson SG, Evans SM, Sprivulis PC, Cameron PA. (2009). Measuring the quality of hospital care: an inventory of indicators. *Internal medicine journal*;39(6):352-60. Epub 2009 Mar 23.

תהליכי קבלת החלטות

Decision making processes

K. E. Lutfey. 2010. "Influences of organizational features of healthcare settings on clinical decision making: Qualitative results from a cross-national factorial experiment." *Health* 16: 40-56.

L. Fraenkel and S. McGraw. 2007. Participation in medical decision making: the patients' perspective. *Medical Decision Making* 27: 533-538.

C.A. Rodriguez-Osorio and G. Dominguez-Cherit. 2008. "Medical decision making: paternalism versus patient-centered (autonomous) care." *Current Opinion in Critical Care* 14:708-713.

תהליכי שינוי במערכת הבריאות

Managing change P.D. Maxwell. 2009. "Resistance to change and change management." Chapter 18 in *Organizational Behavior, Theory, and Design in Health Care*, edited by Nancy Borkowski. Sudbury, MA: Jones and Bartlett. Pp. 355-382.

L. Jones. 2009. "Organization development." Chapter 17 in *Organizational Behavior, Theory, and Design in Health Care*, edited by Nancy Borkowski. Sudbury, MA: Jones and Bartlett. Pp. 339-354.

מנהל ציבורי ומערכת הבריאות

הציבורי המינהל יסודות (1996) ד דרי

גלנור, י (2007) מנהל ציבורי בישראל

G. Currie et al. 2012. "Let's dance: Organization studies, medical sociology and health policy." *Social Science and Medicine* 74: 273-280.

סיכום

פנל מומחים

Required Reading:

Shortell, S. & Kaluzny, A.D. (2006). "Organization theory and health services management." *Health Care Management*. S. Shortell and A.D. Kaluzny (eds), 5th Edition. Clifton Park, NY: Thomson Delmar Learning.

Additional Reading Material:

דר, ד. (1996) יסודות במנהל ציבורי. תל אביב: האוניברסיטה הפתוחה.

גלנור, י. (2007) מנהל ציבורי בישראל. ירושלים: אקדמון.

קניאל, ש. (2009) האומץ להחליט ולפעול. תל אביב: רמות.

סמואל, י. (1996) ארגונים. אוניברסיטת חיפה-זמורה ביתן.

שנהב, י. (2009) מכונת הארגון. תל אביב: שוקן. (הדפסה שלישית)

חומר נוסף מפורט על פי תוכנית השיעורים

Grading Scheme:

Submission assignments during the semester: Exercises / Essays / Audits / Reports / Forum / Simulation / others 100 %

Additional information: