Designing a system for succession clinical management jobs for public hospitals

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Abstract

Background and Objective: Among the ever-increasing environmental challenges and the increasing value of intellectual capital, the need for action to continue to manage and promote employees is more than ever evident. These facts set the issue of managerial success as one of the most significant debates in the scientific and management centers of the past two decades of developed countries. The purpose of this study was to design a system for coordinating clinical management practices for government hospitals. The present study is applied in a quantitative and quantitative way, which is done in a cross-sectional manner.

Method: First, by reviewing previous studies and studies using experts' opinions, criteria for selection and development of successors of clinical management jobs were identified and categorized in five main categories along with sub-criteria. A questionnaire containing paired matrices was prepared. The questionnaire was completed by a statistical population of the hospital administrators including the director of the hospital, the director of quality, the human resources director, the nursing office staff (10 people). The criteria were then ranked according to the fuzzy hierarchical analysis method.

Results: The findings of the study showed that the highest knowledge and expertise criterion (weight = 0.25) and the highest communication priority (weight = 0.15) had the lowest priority in the selection and development of clinical management jobs. According to the results of the research, it should be acknowledged that the proposed successor model for clinical management practices in government hospitals of Iran consists of five main effective factors, including knowledge and expertise, personality traits and management skills, experience and communication.

Conclusion: Therefore, considering all these factors, the establishment and implementation of the successor plan could provide successful clinical management jobs for state hospitals.

Keywords: Succession, clinical management, government hospitals

Background and Objective

In today's highly competitive world, organizations need to look beyond the simple replacement of the workforce to acquire talent. Succession management strategies must empower employees to achieve their career goals, they must also focus on staff development to achieve organizational goals.

The concept of succession refers to the process by which an organization's human talents for tenure and key positions in the future are identified and prepared for tenure through a variety of educational planning. Succession is a deliberate program to prepare the organization. And employees in the direction of future vacancies[1].

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Succession is not a secret strategy for quickly replacing people in specific positions; succession is a regular process by which professional and personal improvement aligns with a strategic plan to ensure people are ready to complete any vacancy. They exist at the right time with the right skills and attitudes[2]

Have a comprehensive attitude to succession management, identify alternative needs as a tool for training needed staff development, provide development opportunities for high-talented employees, develop a treasury of talented employees that can be promoted, participate in the implementation of their career plans In the organization, improving the ability of employees to respond to environmental demands, improving employee morale and dealing with the effects of erosion of forces is possible, such as retirement, restructuring, etc[3].

Research shows that 51% of human resources experts are not well acquainted with succession and talent search activities and only 21% of them officially implement this program. The literature of this concept in our country is also very limited and unknown; So that the researches done in the field of talent identification and succession breeding program in commercial and industrial organizations are few. Most managers simply do not care much about the needs of the organization to nurture successors in the long run, and subordinates are not well nurtured for the future needs of the organization[4]

In the absence of a succession plan in the organization, key positions are occupied randomly and sometimes the dominance of relationships over criteria, and the result will be the inefficiency and ineffectiveness of such positions. This means that in the series of successive and suitable successors who have to receive and manage the desired positions one after the other, there is an interruption and the chain of achieving the

goal will be separated through successive successors[5].

The purpose of this article is to determine and prioritize the criteria for succession of clinical staff in public hospitals to assist hospital officials in implementing succession management.

Method:

This research is applied in terms of purpose; In terms of data collection, it has been cross-sectional. First, were identified the criteria for selecting and nurturing successors to clinical management jobs by reviewing previous studies and researches; and using the opinions of experts, professors and hospital managers consisting of hospital quality manager, human resources manager, nursing office officials and nursing departments,. Were divided the above criteria into 5 categories based on the mentioned study and interviews. These 5 categories included knowledge and expertise, experience, personality traits, attitudes and managerial and communication skills. The micronutrients (sub-variables) of these 5 categories were identified based on studies and aggregation of opinions of all mentioned individuals.

Then, the criteria are prioritized using the Fuzzy Analysis Hierarchical Process (FAHP), Since in the hierarchical analysis method, weighting is done based on the opinion of experts; and the opinion of experts is relative, so fuzzy logic was used to make the results more realistic. Many researchers have used hierarchical analysis to rank criteria and services in the field of health and hospital[6-14]. This method is based on pairwise comparisons. Therefore, a questionnaire containing paired matrices was prepared. This method starts by creating a decision tree that, at the first level, aims; At the second level are the criteria for succession and at the third level are the components of succession. For the given

criteria, by weight pairwise comparison of the criteria, the weight of each criterion was obtained.

To evaluate the sub-criteria in the face of the criteria, each sub-criteria was evaluated in pairs and in the face of each criterion independently, and the degree of preference between the numbers 1 to 9 was assigned. Matrix incompatibility was calculated by expert choice software (if the incompatibility is less than 0.1, the questionnaire will be usable.).This questionnaire was completed by the statistical community of hospital managers including hospital manager, quality manager, human resources manager, nursing office officials (10 people).

The weight of each criterion and sub-criteria was calculated based on the Fuzzy Analysis Hierarchical Procces(FAHP) in excell spreadsheet software and the priority of the criteria and sub-criteria was determined. The collected data were analyzed by FAHP in EXCELL program.

Results

The main criteria of succession including 5 criteria of knowledge and expertise, personality traits, managerial skills, experience and communication were weighted using fuzzy hierarchical analysis method and the importance of each in clinical management succession was determined. The two criteria of knowledge and expertise and personality traits were of the highest importance compared to the other criteria from the experts' point of view, respectively, and the criteria of communication and experience are the least important.

The results are shown in Table 1.

Table 1: Weighting by succession criteria

rank	Criterion	Weight
1	Knowledge and expertise	0.252692
2	Personality characteristics	0.221602
3	Management skills	0.196883
4	Experience	0.175715
5	connections	0.153109

Four sub-criteria of knowledge and expertise were ranked using FAHP technique. The two sub-criteria of education and professional activities were of the highest importance from the experts' point of view compared to the other sub-criteria, and the individual development program and training courses were of the least importance. The two sub-criteria of experience, including managerial background and work experience, also obtained the required rank from the point of view of experts, respectively.

9 sub-criteria of personality traits were ranked using FAHP technique. The ranking results are shown in Figure 1.
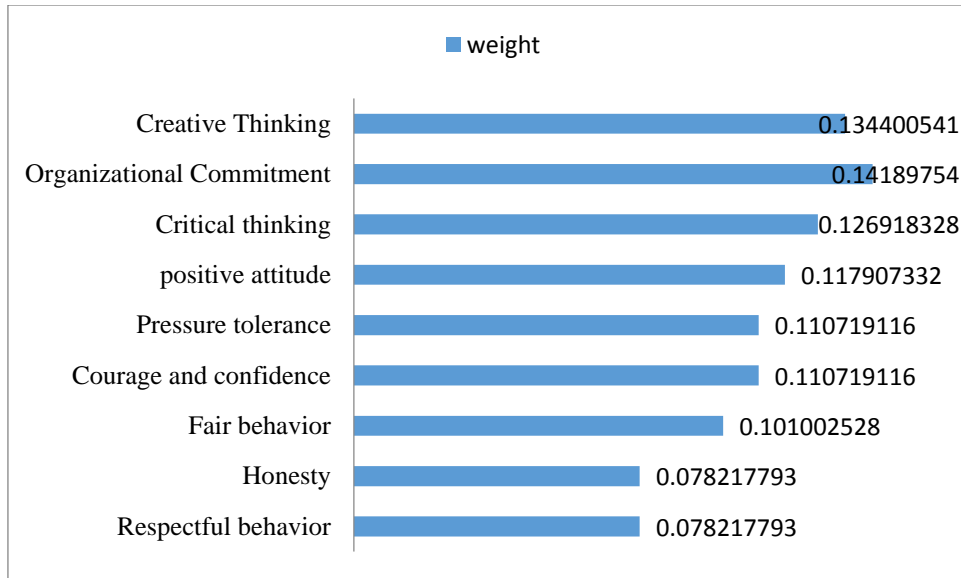
Figure 1: Weighting of personality traits sub-criteria

sub-criteria of the management skills were ranked using FAHP technique. After ranking, 11 sub-criteria were identified as

acceptable sub-criteria for managerial skills. The ranking results are shown in Figure 2.
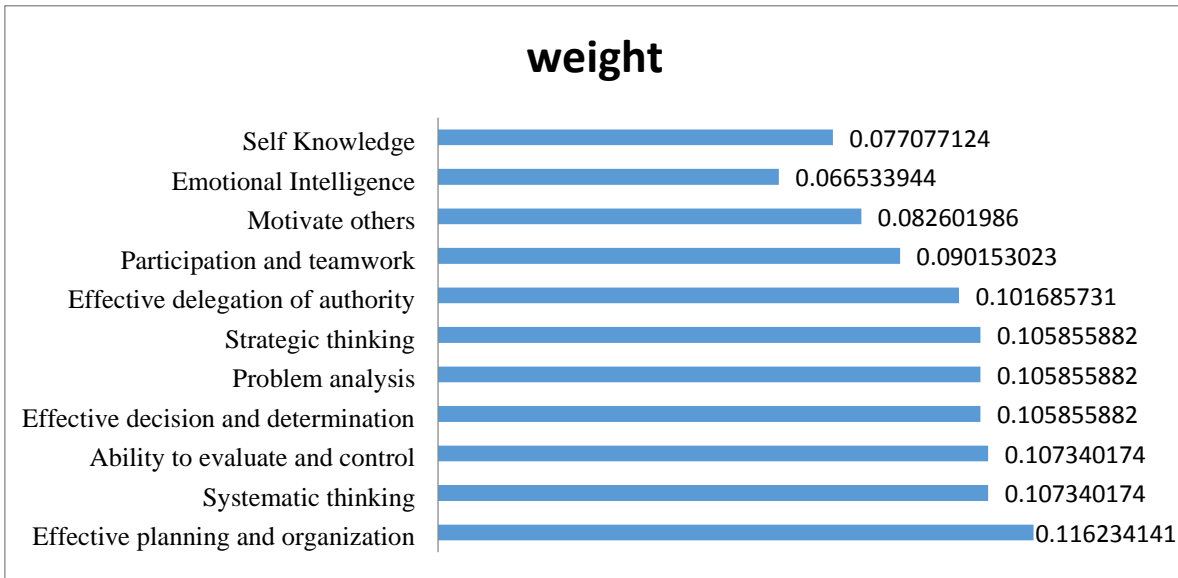

Figure 2: Weighting of management skills sub-criteria

Four communication sub-criteria were also ranked using FAHP technique. In this ranking, flexibility and external interactions

were the most important and superior evaluation was the least important.
The weight of all the criteria of the succession model is shown in Table 2.

Table 2. The weight of all the criteria of the succession model

Final weight	Criteria for succession	rank
0.404029	Managerial background	1
0.382171	work experience	2
0.250486	education	3
0.22701	Professional activities	4
0.219688	Individual development program	5
0.199315	Education Courses	6
0.139508	flexibility	7
0.139508	Extra-organizational interactions	8
0.137077	Ability to negotiate effectively	9
0.127107	Superior evaluation	10
0.099115	Organizational Commitment	11
0.093879	Creative Thinking	12
0.088652	Critical Thinking	13
0.082358	positive attitude	14
0.077337	Pressure tolerance	15
0.077337	Courage and confidence	16
0.07246	Effective planning and organization	17
0.07055	Fair behavior	18
0.066916	Ability to evaluate and control	19
0.066916	Systematic thinking	20
0.065991	Strategic thinking	21
0.065991	Problem analysis	22
0.065991	Effective and decisive decision making	23
0.063391	Effective delegation of authority	24
0.056201	Participation and teamwork	25
0.054635	Honesty	26
0.054635	Respectful behavior	27
0.051494	Motivate others	28
0.04805	Self Knowledge	29
0.041477	Emotional Intelligence	30

Finally, the designed model is presented based on the research results, including 5 dimensions consisting of the basic variables of clinical succession of clinical management jobs. Figure 1 shows the model of the system of replacing clinical management jobs
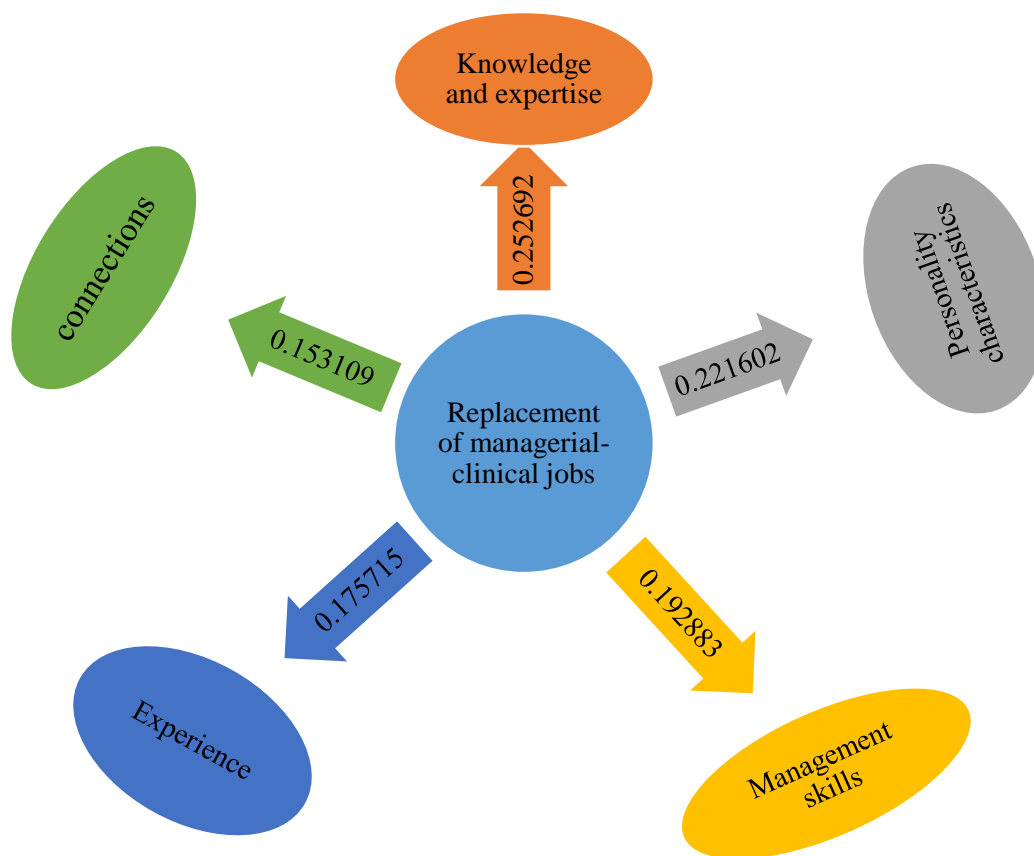
Figure 1: Model of succession management system for clinical management jobs

Discussion

In response to the first question of the research, namely the existing mechanism of hospitals in selecting and nurturing successors in clinical management jobs, based on the findings, it can be concluded that hospitals are now paying more attention to the concept of succession and, in the most ideal case, Try to measure the competence of other people to replace clinical management jobs with criteria and establish the upbringing of people based on those criteria. However, the criteria are usually not comprehensive and complete and do not include comprehensive qualifications for obtaining a job, or in principle, appropriate or desirable criteria are not considered, and for example, only criteria such as formality or verbal power are used. The study of

Kharazmi, Beigi Nasrabadi and Johari regarding the analytical study of the gap between the current situation and the favorable situation of implementing the succession system in Mashhad Municipality showed that these two situations had a significant difference and the reasons were: lack of commitment of senior managers, difficulty of implementation Due to the large size of the organization, non-compliance with management principles and intensification of administrative bureaucracy, applying personal tastes and preferring the relationship to the rule, fear of losing the position and power of the manager and unwillingness of managers in other areas to coordinate with human resource management[15].

The results of the research in response to the second question of the research, the selection of significant criteria for selecting and nurturing successors in clinical management jobs of hospitals, indicate that the criteria for nurturing clinical management jobs in 5 main criteria and 30 sub-criteria can be a road map for selecting and nurturing job successors of clinical management in hospitals. Some studies have examined key competencies for managerial positions, including Bordbar et al., Who identified 26 eligibility criteria for the alloy steel company[16].

The results of the research on the importance and weight of criteria and design of the model of succession system indicate that out of 5 approved criteria for using the succession system of managerial jobs, three criteria of knowledge and expertise, personality traits and managerial skills have the highest priority Among all the sub-criteria, the following require the most importance and attention: managerial background, work experience, education, professional activities, personal development program, training courses, flexibility, extra-organizational interactions, effective bargaining power, evaluation Superiority and organizational commitment. Among the lower priority criteria were motivation, self-awareness, and emotional intelligence.

Conclusion

According to the research results, It can be claimed that the proposed model of succession for clinical management jobs in Iranian public hospitals consists of 5 main effective factors including knowledge and expertise, personality traits and management skills, experience and communication. Therefore, paying attention to all these factors can establish and implement a succession plan for successful clinical management jobs for public hospitals in the country.

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