

Component 2: The Culture of Health Care

Unit 3: Health Care Settings— The Places Where Care Is Delivered

Lecture 3

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Lecture Overview

- How the departments in a typical hospital are organized
- Key management positions within that structure

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Hospital Structure Varies in Complexity

- Hospitals vary in:
 - Mission
 - Values
 - Size
- These variables determine the complexity of each hospital's structure

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Hospitals Typically Divide Departments by Function

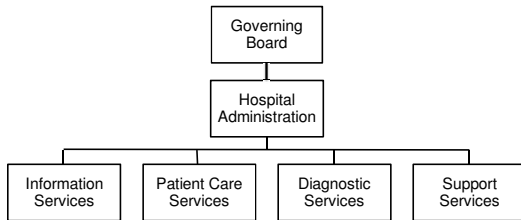
- Administrative functions
- Information services
- Patient care services
- Diagnostic services
- Support services

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A Simplified Hospital Organizational Chart



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Governing Board

- Nonprofit = trustees; for-profit = directors
- Mission and goal-setting
- Financial oversight
- Executive hiring decisions
 - Senior administrative leaders
 - Professional staff members
- Capital improvement decisions
 - Medical equipment
 - Facility construction and maintenance

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Hospital Administration

- Policies and procedures
- Human resources and staffing
- Nursing activities
- Quality assurance
- Finance
- Marketing, public relations, community outreach
- Fundraising
- Facility operations

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Key Administrators

- Chief executive officer (CEO) (and/or president)
 - Directly responsible to the governing board
 - Carries out mission, goals, and established policies
 - Directs hospital staff
- Chief operating officer (COO)
 - Responsible for integrating the strategic plan with day-to-day operations
 - Develops business strategies to enhance quality, efficiency, and service delivery
 - May lead clinical research programs

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Key Administrators (cont'd)

- Chief medical officer (CMO)
 - Quality of care
 - Compliance with regulations of federal and state government, certifying organizations, and payers
- Chief nursing officer (CNO)
 - Consistency in nursing practice standards
 - Team approach to delivery of care
- Chief financial officer (CFO)
 - Accounting, finance, forecasting, strategic planning
 - Legal, property management, and partnerships

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Information Services

- Admissions
- Medical records
- Billing & collections
- Health education
- Human resources
- Computer information systems

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Chief Information Officer

- Manages maintenance and improvements to hospital information equipment and network
- Ensures compliance with HIPAA (patient privacy law)
- Responsible for information security

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Patient Care Services

- Medical departments
- Emergency medicine
- Nursing
- Pharmacy
- Respiratory therapy
- Social services

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Patient Care Services (cont'd)

- Physical therapy
- Occupational therapy
- Speech/language pathology
- Sports medicine
- Medical psychology
- Nutritional services

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Chief of Medical Staff

- Oversees medical staff
- Ensures efficient and effective delivery of medical care
- Monitors management practices and productivity indicators
- Facilitates medical staff's interactions with hospital administration and the governing board

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Medical Director

- Provides medical direction regarding quality assurance and regulatory compliance
- Prepares and oversees implementation of practice recommendations
- Reviews, assesses, and advises on complex, controversial, or unusual medical practices and experimental and innovative techniques

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Medical Staff

- Medical students
- Residents, also called house officers (includes interns, who are first-year residents)
- Chief resident (4th-year resident who has excelled during his or her training)
- Fellows
- Attending physicians
- Chief of medical staff

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Diagnostic Services

- Medical laboratory
 - Tests conducted on specimens
 - Commonly blood, urine, tissue
- Medical imaging—common examples:
 - X-rays
 - CT scans
 - MRIs

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Support Services

- Central supply
 - Manages equipment
 - Manages the inventory and sterility of supplies
 - Manages hospital linens and patient gowns
- Biomedical technology
 - Trains hospital employees in use of new equipment
 - Maintains and repairs hospital equipment
 - Designs and builds biomedical equipment
- Housekeeping and maintenance
 - Maintains safe, clean environment, indoors and out

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Summary

- Delivery of excellent patient care depends on more than good medical personnel—it also requires significant support behind the scenes
- The organizational structure, department names, and job titles vary from hospital to hospital, but the basic functional categories are similar
