

Deep judgement and distinguished competence in approaching medico-sanitary facilities management

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Recently, under the valuable editorial guidance of Prof. Alexandru V. Ciurea PhD.MSc., Vasile Gh. Ciubotaru with PhD in Medical Sciences and Eugen Avram with a PhD. in Psychology, as well as together with the participation of important specialists in the field, the renowned work "Management in medico-sanitary facilities" was published by Editura Universitară Publishing house.

Starting from a synthetic but significant topic on medical management progress in Romania and the European territory, connoisseurs of these medical policies in management reveal, by their research, current challenges that medico-sanitary institutions must cope with. This is where the authors' source of concern comes from— in the context of numerous reforms within the Romanian society- medical forces action, especially the behaviour in the competition for medical performance. When we add to this complexity, as main element, the need for quality in education and medical studies, compulsory stages for building real resistance of Romanian competition and performance, the overall generous objective of the thesis that we evaluate becomes general.

The topic is important and current, having implications on management, in general, and, especially, on medico-sanitary facilities management. The authors summarize the scope and focus on identifying the actual state and proposal for measures on restructuring Romanian

medical management.

The importance of this thesis is supported by the fact that it addresses an issue having significant influence, being direct and focused on the health-care, economic and social, legal and political environment in Romania. At the same time, it lays the borderlines of many research disciplines in medical management. Also, the paper deals with medical management both in an operational manner, as well as in a strategic manner .

Elaboration is, from many points of view, a pioneering work in management. The essential issues regarding medico-sanitary facilities are emphasized and judiciously separated in three parts: management of the medico-sanitary system and facilities, leadership and human resources. Within the chapters specific to each part, the medical management thinking and its components are specific and concerned by their own improvement, rising to the level of useful management applications.

This thesis is an attempt to highlight success through accessible arguments, combined with scientific rigor and potential management processes.

The work subject to our attention does not hesitate, rightfully, to argument that from practice, the actual state of medical performance, and the theoretical ideal which our society must achieve we have an important way to go.

The work is drawn up according to the

requirements of academic research report produced, precisely based on the criteria of scientific investigation: 18 chapters, each concluded with interesting partial conclusions, a comprehensive set of conclusions and solutions, proposals and personal contributions of the authors: a well-built and well-presented editorial device, an important corpus of figures and tables, and a more than generous bibliography. Numerous footnotes, references, comments and additions to bibliographic work shape a broad, well-designed thesis, current by its thematic and valuable by its approach, having well-reasoned arguments and conclusions.

This paper is harmoniously distributed into chapters and subchapters, according to its gradual approach, from technical-methodological aspects, to compared analysis and then the consolidation of the evaluation system.

Designed in a very complex and interdisciplinary vision, the work is comprehensive in scope, and the issues addressed responds to real needs in the field in the context of existing or pending changes. Hence the purpose of the paper, to draw the attention of ministerial, departmental and functional-level managers on the issues addressed in the practice of health-care professionals. Subordinate to the overall goal, the paper focuses on theoretical and practical approach of many issues: systemic treatment of services and health programs and seeking European means for health certification and insurance; ethical components, social liability and efficiency in the Romanian health system; subjects of managerial activity, insisting on manager responsibility in comparison to leaders and, especially, successful leaders, careful with

competences and guidance activity. Particularly impressive is the authors' concern to approaching the human factor from the perspective of health-care service provider and beneficiary, by involving medical, managerial and psychological thinking. Each of the 18 chapters explains in detail the theory related matter, usually in two sections: a short review of what we call "traditional" management theory and the other with comments on new theories emerged in the field. Complex approaches of issues that can apply the theory in question are chosen, aspects highlighted in the preface signed by Prof. Alexandru Constantinovici PhD. and in the Foreword of Prof. A. V. Ciurea PhD. MSc. In turns, authors frequently take into account the implications of management strategies and health-care policies.

Our work appears to be complex, interesting, modern by research topics and solutions it proposes both by the academic environment, as well as medical practitioners in the national area.

Particularly interesting and useful is the way in which medical, economic, social, managerial, legislative, legal and political concepts are linked to specific health-care management issues that is not addressed in isolation, but as part of a macro-system which can provide a level of development in yet unpredictable future that would draw us near European Union countries.

The work is supported by extensive documentation and is based on numerous theoretical investigations and its theoretical, methodological and practical content presents itself as a corpus with rich informational support, a considerable scientific level, anchored in the reality of the EU domain.

Moreover, the work is well balanced, the

transition from theoretical to practical problems appearing normal and real, and the registration of all efficiency issues aspects suggests a strong useful tool in health-care management.

The teaching features of the work are obvious. They are meant to complement, supplement and reinforce the book text. Numerous invitations to reflections on relevancy and concern for the real and significant problems are made. The area extends on the entire work and the problematic area has a logical sequence. Key concepts are highlighted throughout the paper.

The presentation style is distinctive and important ideas are well -defined and illustrated. Special attention is given to constant terminology use throughout the entire paper.

A logical device, having a scientific platform designed to build and able to achieve sustainable, explanatory and predictive contributions. Quite useful in health facilities management literature are parts dealing with: quality of health-care services; implementation of European quality standards in the strategies and policies of Romanian health-care providers; involving the diagnosis, debating ethical, financial efficiency and social issues, within the distinct features of the Romanian health system and quartering on specific management of health-care units deserve special appreciation.

Our attention was drawn by: the concern for more flexible managerial and organizational structures, manager complex personality presentation, designed from the perspective of philosophy according to the octahedral model approach, linking leadership influence with the efficiency, effectiveness and access to success,

satisfaction and reputation , the female-manager under the "scrutiny" of a man, leadership style based on coaching.

In dealing with the parties to which we referred above, the authors insist on some components of medical management on which we focus on. There are many issues raised by the authors, but we note, first that of management integrity in health-care activity, defined as providing services to citizens, patients entitled to receive it. This entitlement to services is in fact the cornerstone of the work, being extended simply according to the state fundamental law.

As regards the other side of integrity, authors consider it to be the prevention of corruption. In other words, the integrity of health-care facilities management means public health-care entitlement services without disturbance of nature and corruption at any level or in any part. Everything stems from organizational culture, being thoroughly supported throughout the paper.

Scientific and requirement terms correctly address in the paper human resources in the health system. The experience of European countries is generalized from school and university in the selection and integration of evaluation up to promotion, from motivation up to improvement for performance.

The approach to human resources covering health-care facilities is very interesting, offering us a multitude of factographic information, sometimes surprising and consistently interesting, starting with the number and structure of staff, continuing with the status, but also the budget composition. Case studies are excellently chosen as theme and provide new important solutions.

Health-care systems staff policies are thoroughly presented, with emphasis on the need for inspiration in the American the Canadian and British medical education system. Formal and informal labour groups are approached in structural and dynamic ways, insisting on excellence training requirements, prevention of conflicts and need for training specialists for stress treatment. And last but not least, the need and role of psychologists in health facilities is highlighted, bowing to the appreciation that in the XXIst century psychology, in general, and the three branches of work, industrial and organizational psychology will have to focus on solving problems globalization and Europeanization in the field of professional practice.

The authors face their well systematized theoretical and methodological acquiring during their entire works with the practical space of health-care facilities, which is an interesting exercise, good for the creation of the entire creative space.

As a whole, the book is a valuable medical management research conducted so

far in Romania and within the European Union, presented as a reference document for future research. Authors demonstrate scientific competence, theoretical and practical management skills in the field of medical management and prove to be true researchers, having real skills in investigating management processes and phenomena, and the paper makes an important contribution to the development of knowledge in national and European context.

Throughout the paper, editors and authors have submitted their almost irresistible, deeply rooted tendency, specific to scientists who use their creative energy in solving apparently unsolvable problems. They were seduced by the tempting problem and arrived to exciting components within the plan of scientific investigation and results presentation. Therefore, we take advantage of this opportunity in order to congratulate the publishers and authors and to assure them of the benefits given by such scientific gift.