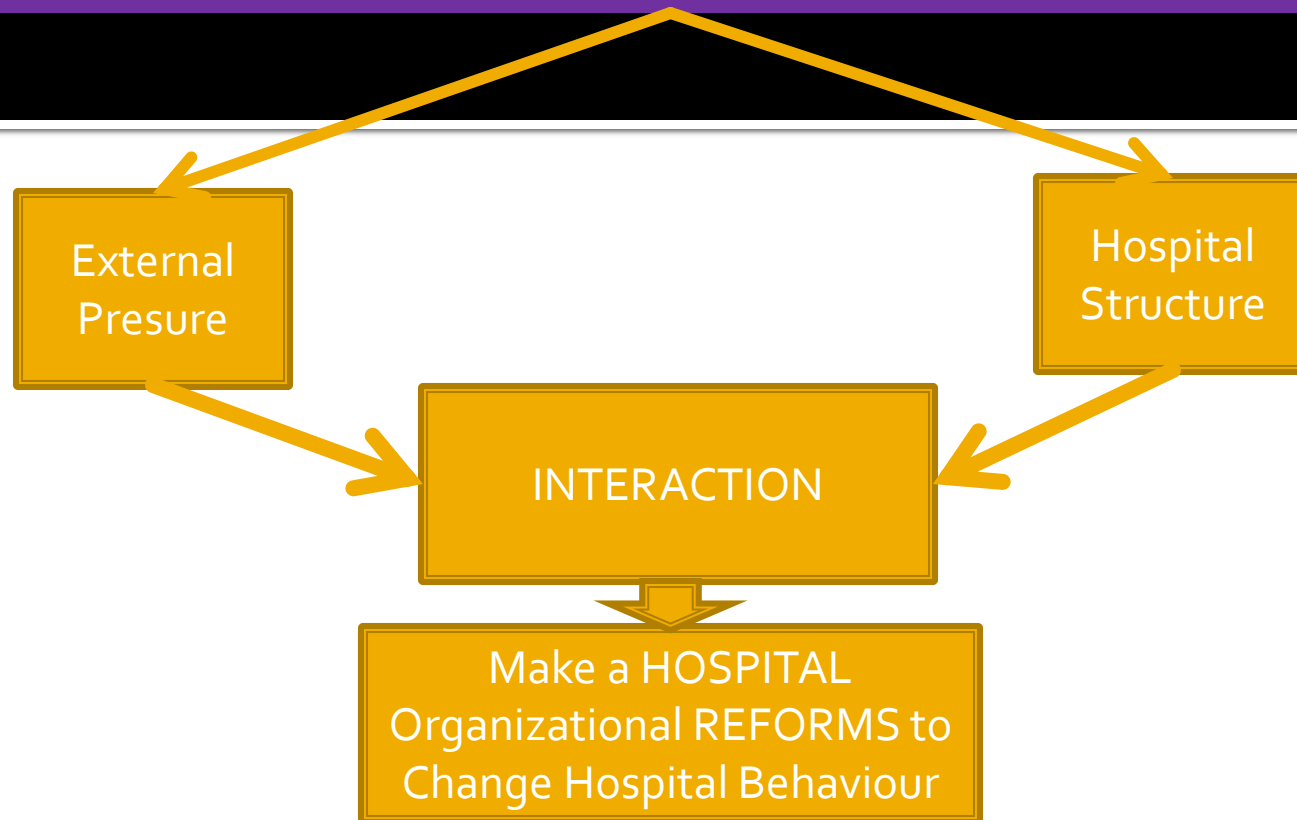


Review of Article :

Linking organizational structure to the external environment : experiences from hospital reform in transition economies

PHO Group
Melbourne, 6 Sept 2012

Hospital REFORM, in the article



FOUR REFORM INSTRUMENTS can be APPLIED

Strengthening government Oversight

Proactive Strategic Purchasing Function

Introducing Market Pressures in a functional way

Enhancing the role and involvement of owner in hospital operations.

Determinant of Hospital Behaviour

- Interaction of external incentives
- organization structure.

Hospital Behaviour changed positively by :

synergetic REFORM to both of external environment and organization structure of hosp / hospital networks.

External environment of Hospital

The external environment of hospital can be conceptualized in terms four functional relationship, as follows :

- The relationship of hospital with purchasers
- The relationship of hospitals with consumers
- The relationship hospitals with government
- The relationship of the hospitals its the owner.

Organizational Structure of Hospital

Key dimension of the organizational structure of hospital such reforms include :

- autonomy
- market exposure
- Residual claimant status
- accountability and
- social function

Three key element strengthen government oversight :

1. Developing a policy framework : setting well – defined objectives, ensuring internal consistency and coherence, matching scale and pace of reforms design with institutional capacity
2. Creating and enforcing an effective regulatory framework : licency, accreditation, certification
3. Gathering intelegence

Redesigning the regulation governing hospital regulation

Two areas of complementary regulation are important:

- Labor market deregulation (not discussed in article)
- Hospital licensing, accreditation, certification

Licensing

The process by which legal permission is granted by a competent authority, usually public, to an individual or organization to engage in practice, occupation, or activity otherwise unlawful.

Certification

Is the procedure and action by which a duly authorized body evaluates and recognizes an individual as meeting predetermined requirements, such as standards.

Accreditation

Is the formal process by which an authorized body assesses and recognizes an organization, program, or group as complying with requirements such as standards or criteria.

L, C, and A must be set up at the start create an hospital regulatory framework.

L, C, A must be commitment all of official employee

L, C, A what were set up earlier, (and publicated) can give gathering intelegence for stakeholder (include consumer)

Existing in Indonesia according to the article

Strength

Supporting regulations

Beraucratic reformation is on process now

Quantity of human resources is adequate

Weakness

Stringency of budgeting

Distribution of human resources

Opportunities

Increasing quality and competency of human resources

Threat

Globalization of public health service

Competiton of human resources

Things that can be applied in Indonesia according to article

1. Macroanalysis of the ease with policy change can be implemented
2. Budgeting reformation
3. Management of human resources
4. Develop the strategic plan that involve multi sectoral

Thank you

How to apply in indonesia ?

- The article is feasible to applied to change hospital behaviour in indonesia, cause there are several conditions in indonesia the same as this article, as follows :
 - Rule of Hospital was signed.
 - Strengthening government oversight. The effort to increase govenrment role of oversight of hospital in indonesia was done, like “Badan Pengawas RS”.
 - Applying of licensi, certification and accreditation
 - Increasing relationship among hospital with purchaser, consumers, government and owner
 - Increasing accountability and social function of hospitals

How to apply in indonesia ? - 2

Two models of public hospital in indonesia which the same as conditions with the article , as follows :

- Hospital with “profit” oriented.
→ it's call hospitals with BLU management. (this hospital
- Not profit oriented,
→ it's call “pratama hospital” (new model hospital in indonesia to support total coverage 2014 years)

Both of the them give the contribute to reform in transition economies of hospital.