

Effective Management among the Managers of PHC centres in Damascus City



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Introduction

Performance in Primary Health Care (PHC) in Syria is considered to be low due to many reasons. Shortness of administrative specialization is one of these reasons. Public health managers lack the competency to lead and manage the health sector in an appropriate way.

In this survey we studied some management aspects and analyzed the relationship between managerial skills, training and experience with doctors' satisfaction in PHC to find out if there is any correlation between these factors.

Aim & Objectives

This research aims to enhance the performance in Syrian primary health care centres. Some of the objectives are to evaluate managers self assessment proficiency, evaluate the formal managerial training courses, examine the impact of this training on managerial skills and lastly measure the effectiveness of the managers by assessing the satisfaction of the doctors and examine the presence of any correlation between managerial skills and doctors' satisfaction.

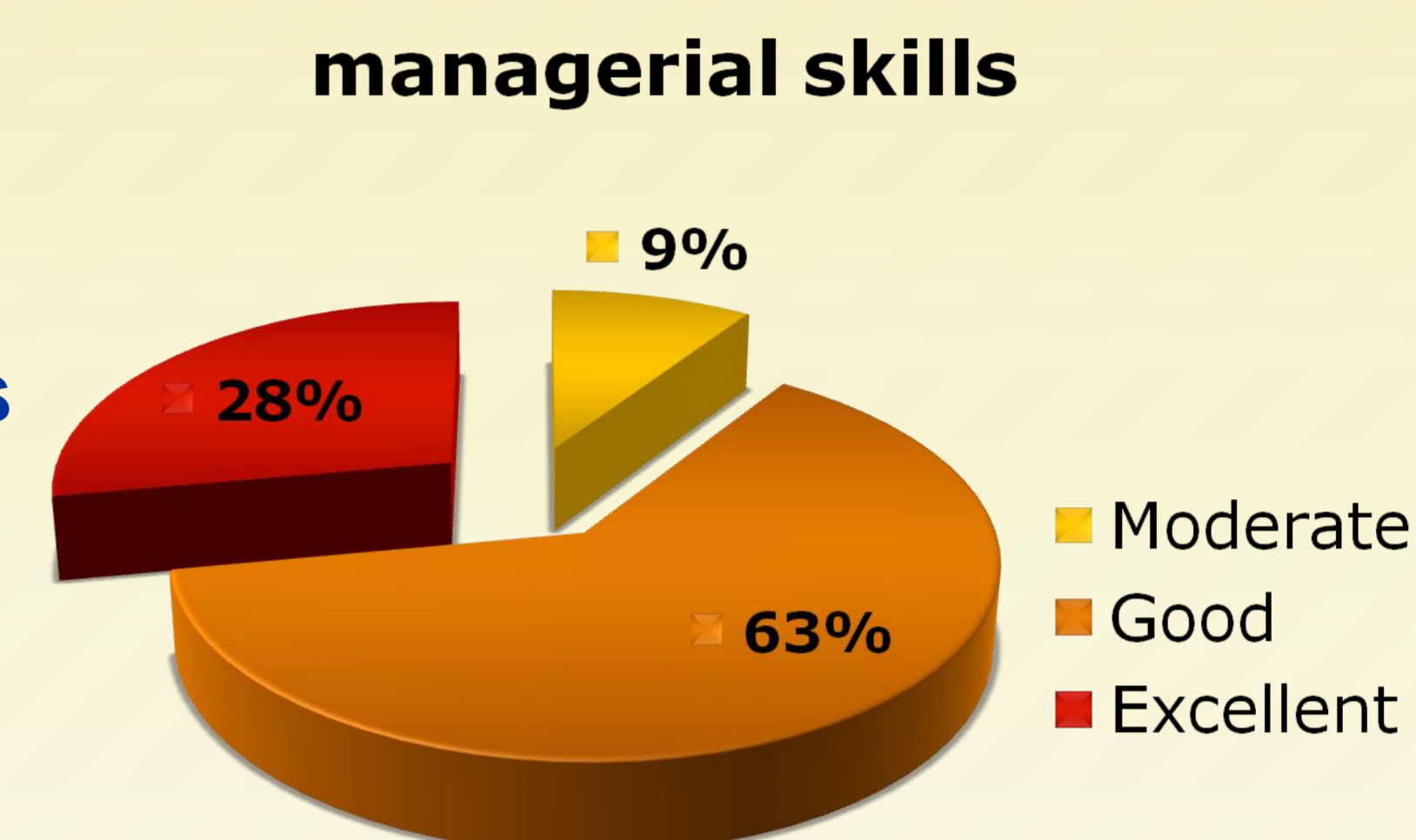
Methods

A cross-sectional survey using a self-administered questionnaire was conducted among the managers and doctors in PHC centres in Damascus city. The managers questionnaires contained 32 competency items for self assessment, formal training was assessed for eight fields of management. 231 job satisfaction questionnaires which contained 36 items under nine sub scores of satisfaction were collected in the same centres. Demographic characteristics of the managers, managerial skills score, training score were correlated with doctors' satisfaction in each centre.

Results and Discussion

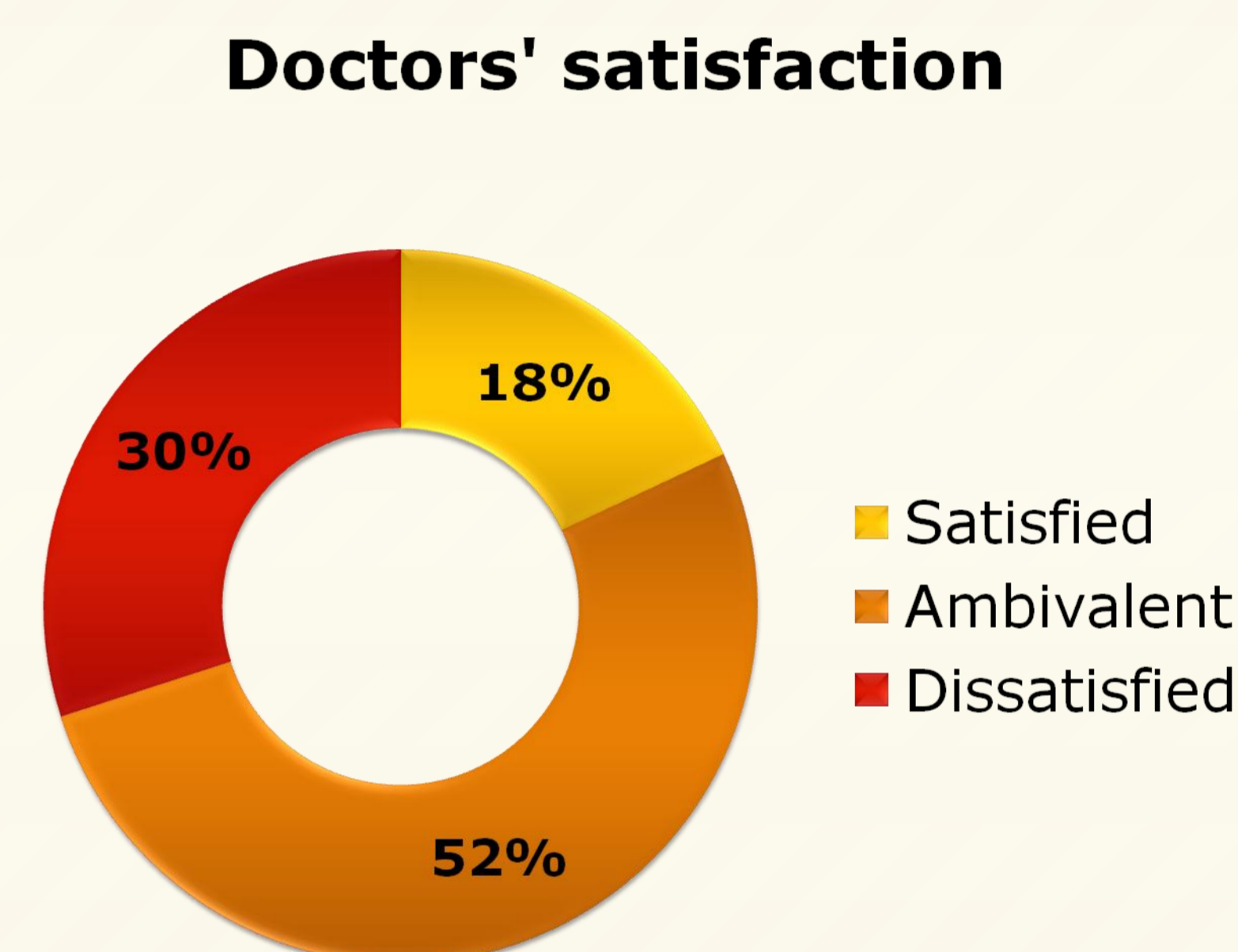
43 managers responded to the survey, 44% of the managers were newly transferred to this position for less than one year. Male managers were as twice as female managers. The training of the managers in eight management fields was obviously poor.

No one of the managers rated his/her managerial skills as poor or mildly poor. No significant difference was found in competency between male and female managers except in People Related Skills where female managers were significantly more competent in.



Doctors' satisfaction was remarkably low. Doctors who do not work privately were more satisfied of their public work. The speciality of the doctors affect significantly the satisfaction.

Payment, rewards, benefits and promotions were the sub scores that the doctors were not satisfied with. Female doctors were significantly more satisfied with their salaries. There were no significant relation between the training of the managers and their managerial skills



Multiple regression showed significant relation between the score of managerial skills and the years of experience he/she had spent in the centre with the doctors' satisfaction score. These two predictors explained only 20% of doctors' satisfaction

Conclusion & Recommendations

Effective management and better managerial skills increase the satisfaction of the doctors but it is not the only factor for this satisfaction.

Years of experience also play a role in this satisfaction. We recommend that offering the managers more effective training while keeping them for a longer period in their positions will increase doctors' satisfaction and thus enhance the performance of these centres.

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