



# Effective Management among the Managers of PHC Centres In Damascus City

*Dr. Lamis Bazzazeh*



# The Researcher

- **Dr.Lamis Bazzazeh**
- Master Degree in Pediatrics, 1995, Damascus University
- Arab Board in Pediatrics 1996
- Master Degree in Health System Management 2011, Liverpool University for Tropical Medicine, EU, WHO, and Centre for Strategic Health Studies( CSHS)
- Working in Quality Management Unit in Damascus Hospital which is the central hospital of MOH in Syria
- Supervised by: Drs. Cor Jonker, Liverpool University.



# Introduction

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



# Aim & Objectives

## **Aim:**

Enhance the performance of Syrian primary health care centres.

## **Objectives:**

Evaluate managers- self assessed- proficiency.  
Evaluate the formal managerial training courses.  
Examine the impact of this training on managerial skills.

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.



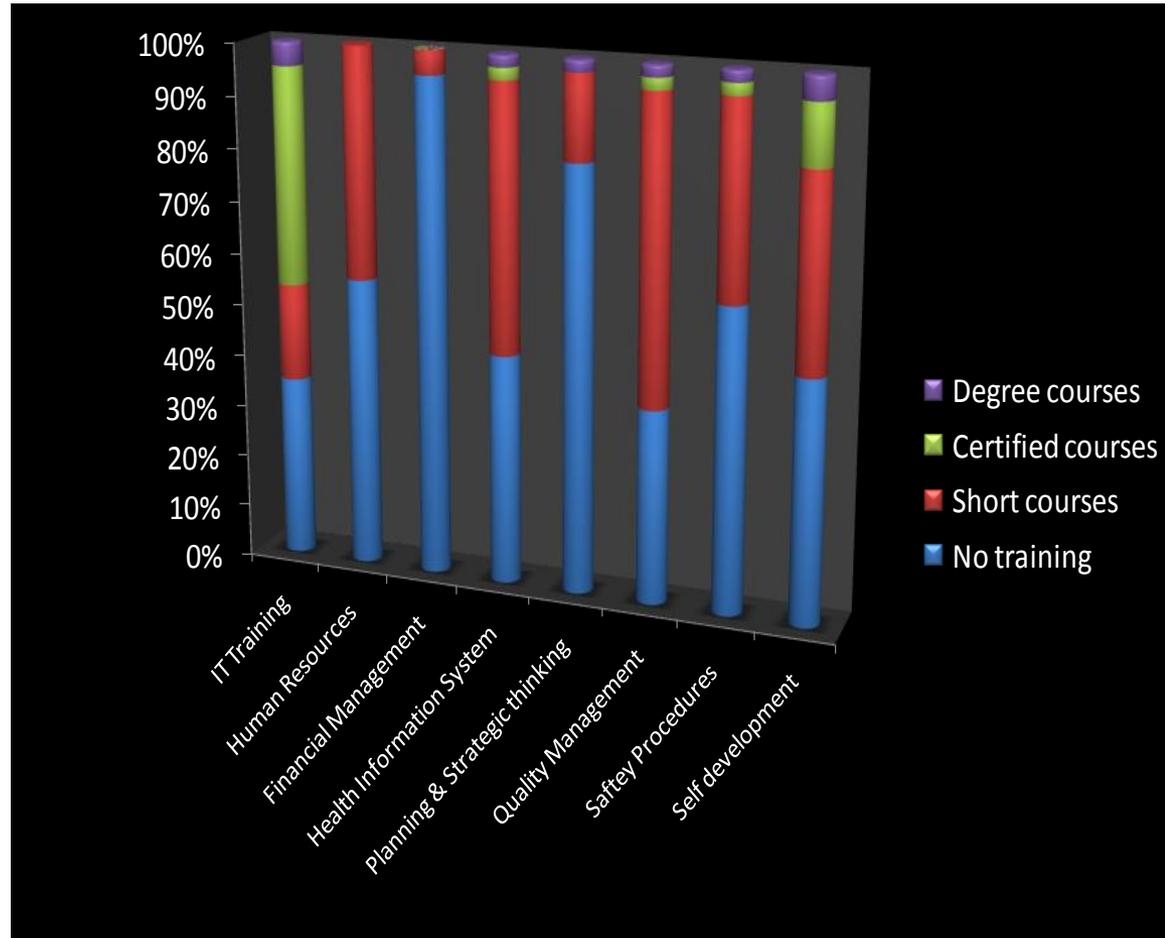
# Methods

- A cross-sectional survey, lasted 5 months 9/2010-1/2011
- Self-administered questionnaire was conducted among the managers and doctors in 43 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 for doctors were collected in the same centres.
- Training score were correlated with doctors' satisfaction in each centre.



# Results Of The Training

The training of the managers in the eight management fields was obviously poor.





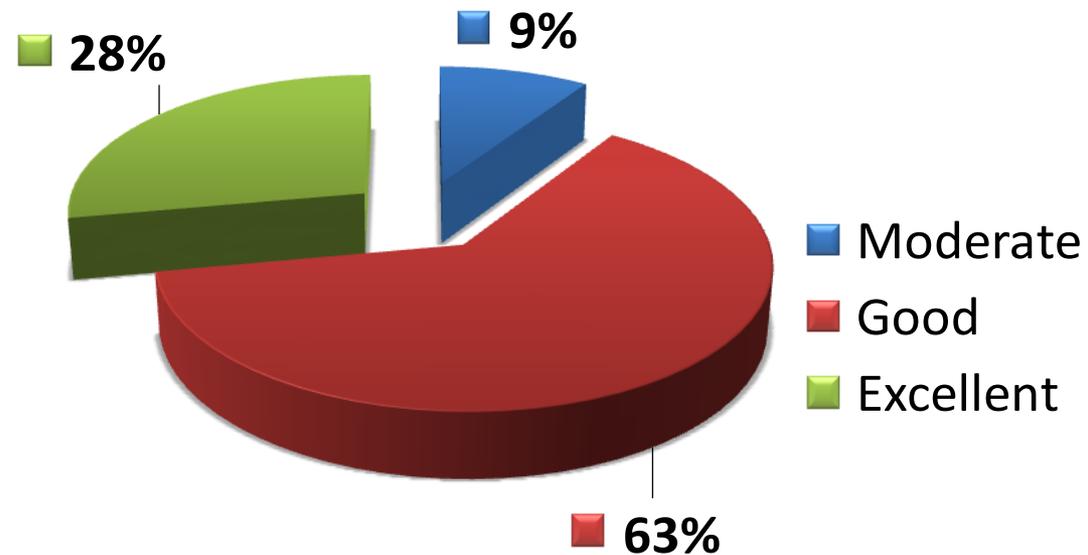
# Management skills

Computing skills			
Computing skills	Financial performance evaluation	Analysis of the wider health system	Understanding the district health system
Management of information systems	Budgeting and resource allocation	Analysis of government programmes	Measuring performance of health-care organizations
Medical information	Health economics	Evaluation of health service technology	Evidence-based medicine
Motivating staff	Human resource management	Clinical competence and expertise	Learning from experience
Managing people and teams	Labour relations	Ability to conduct clinical audit	Time management
Communication skills	Strategic thinking	Health promotion skills	Balancing work and life issues
Managing conflict	Planning for future needs	Epidemiological analysis	Integrity and ethical conduct
Analysis of legal issues	Analysis of internal and external environment of organization	Quality control and improvement in health service organization	Self-development



- Male managers were as twice as female managers.
- No one of the managers rated his/her managerial skills as poor or mildly poor.
- There were no significant relation between the training of the managers and their managerial skills.

## Managerial Skills





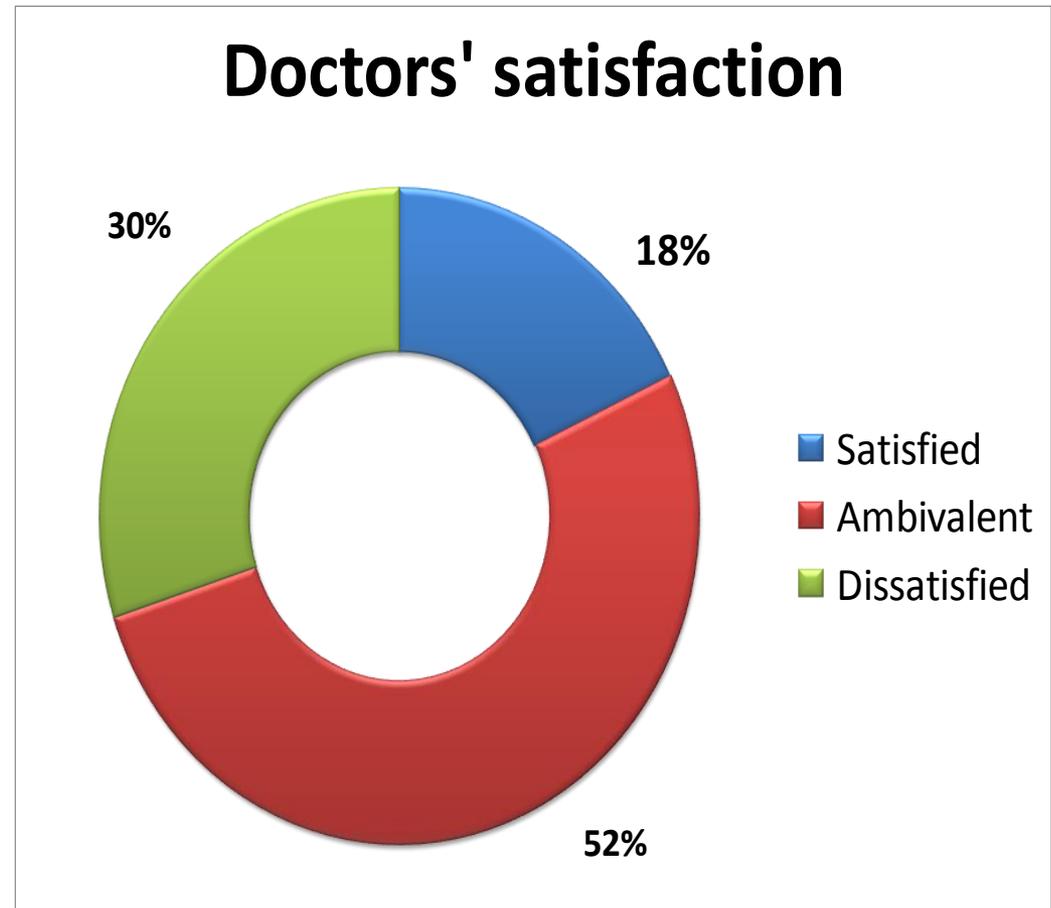
Doctors' satisfaction was remarkably low.

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.

## Doctors' satisfaction





# Conclusion

- 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.



# Recommendations

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



# THANK YOU!

