

How Leadership in a Hospital can Improve Health Services in a Private Hospital .

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ABSTRACT

Background:Leadership is a pivotal issue that influences the successfulness and failure of any health organizations as an integral part of national development which aims to increase awareness. **Objective:** To analyze the effects of how leadership can improve the health services, **Methods:** The study was a qualitative research, the data gathering was conducted through interview with staff, director and manager in the private hospital, **Results:** Good leadership can improve health and quality services depending on the skill as well as the style of leadership transformation, in which it can improve the hospital in order to give the best services and facilities.**Conclusion:** Leadership depends on a personality that expands the position of a leader. Any effective leadership skills should be possessed by every leader, involving responsibility, developing strategies to organize resources and empowering staff to develop the organization specialization in hospital for improving health services in a private hospital .

INTRODUCTION

In addressing the global challenge of the demands towards health services, good leadership performance (leadership behavior) is required. Various conditions that have affected current health services include high maternal and infant mortality, malnutrition, infectious diseases, degenerative diseases, HIV AIDS, avian influenza, high rates of mental health disorders, etc. The role of a leader in a health care is for him or her to become a figure of principle-centered leadership model. If a person or organization has the principle of leadership, it will be a model for other people or organizations. A model, character, and competence will result in an attitude of trust which is gained from others and the environment (1)

Leaders should focus on developing people not controlling them, in order to adapt to new technologies in a difficult and constantly changing environment, all

this in order to achieve a high level of performance ,business effectiveness (2)

The role of leadership in the field of health education can be applied in the academic order and the clinical setting, both of which play a very important role in shaping someone who is professional and able to develop their leadership profession. Therefore, educational institutions needs to develop health services by categorizing it into health centers and hospital. Efforts in improving the quality of medical services can be implemented through clinical governance which is a way or system that ensures and improves the quality of service systematically and efficiently in a health organization as well as hospital. Efforts to improve quality are closely related to the standards of input, process and outcome. Outcome standards are very important as indicators of clinical quality. In determining the indicator of medical services quality, it can monitor the

achievement of the expected outcome or the purpose of medical services. Efforts to improve the quality of medical services cannot be separated by the efforts of standardization of medical services, therefore medical services in hospital must have standard medical services. Without such a standard it is difficult to measure the quality of service. The standard of medical services is prepared by the Indonesian doctors association, as one of the efforts to control and improve the management of the hospital by utilizing all available resources at the hospital in order to achieve optimal results of medical services. Patient safety and patient satisfaction in medical services are also very important indicators. Every hospital has a leadership structure to support operations and the provision of care.

Transformational leadership was readily distinguished from earlier transactional approaches in both focus and behavior, transformational leaders' effectiveness was often based on their charisma and the strong relationships they established. These leaders developed and maintained collaborative relationships by establishing open communication, forming and supporting team efforts, and providing the necessary resources to fulfill a shared vision (3)

Successful execution of transformational change has been identified as leading to innovation, and subsequently increased competitiveness. However, the literature abounds with accounts of failed attempts and the rarity with which organizations demonstrate the ability to achieve transformational change (4)

Leadership, asserted that our values should be aligned with certain correct principles, which show us the way to effective leadership. Although physicians are undoubtedly key actors in healthcare organizations, they are not the only

element in the considerable heterogeneity of these organizations (5)

Employees in developing a shared vision and principles for an organization will help unite people in the organization. There are various competencies within the field of leadership such as to define vision and guide individuals and groups toward vision while maintaining group as well as promoting teamwork commitment. To achieve this, senior leaders must understand the leadership practices behaviors in order to maintain the services and improvement of health services. Moreover, in maintaining the sustainability of a health care, good leadership must also possess manners in building goals and clear priorities to the whole level of the council, inspiring vision, convincing strategy, learning and responsibility.

Transformational leadership is a leadership style that is dynamic and energetic, compassionate and trusting. Transformational leadership is the kind of leadership that makes organizations grow and thrive because the employees of those organizations are in a supportive environment that encourages them to take initiative and express their individuality, while at the same time providing them with clear objectives to aim for. A business that is operated with a transformational leadership style is one that is embracing the 21st century; such a business is giving itself every chance of not only succeeding but thriving (6)

As part of the development of the competitive advantage of the business organisation with respect to leadership capabilities of managers, several factors should be considered. Use of power, change management and should be given enough priorities also leadership development is an ongoing project. Every person, no matter how much she already knows and how well she already functions as a leader, needs to continue learning and

growing in order to meet the ever growing challenges around her (7)

Leadership clarity pertains to the shared perceptions of group members about the extent to which leadership roles are clear within the team (8)

METHODS

The methods used in this study was a survey method with qualitative research. The data gathering was carried out through interview with staff, director and manager at the private hospital which became the study location ..

RESULTS

Leadership skill is used in a private hospital ,like in any other hospital. However, having special skill is a collective decision. there is almost all decision discussed with the managers, doctors, and nurses before, it needs other skills such as attitude, behavior, and knowledge. There is motivation for any staff that needed motivation for working. Therefore, a private hospitalin have special role to be able to give motivation to their employees.

Improve health services with leadership starts from planning, processing, organization, and supervision to produce optimal services quality. A leader also gives inspiration and motivation to achieve high quality of work performance for employees. Every year, a private hospital create plans and policy to achieve their goals and conduct training to improve the competence of the doctors and nurses as well as other staff, because health care system and leadership always continue to develop. The training aimed to provide best services by a private hospital. Health services donot only depend on clinical leader services but also focus on customers. In addition, hospital leaders follow the norms of ethic law and socio-culture regarding the limitations and the

ability of government and society/consumers.

The leaders ofa private hospital of have leadership responsibility to improve and grow the organization to be better than before. Transformation had a broad vision for the organization's future, and is effective in an organization to achieve the project aims.

Transformational leadership plan can minimize the cost and overheads as well as provideeconomic stability if accomplished correctly and competently.

Transformational leadership in the healthcare industry would lead to a breaking down of the traditional hierarchical system that has kept physicians so removed from their employees. When physicians begin showing their employees individual compassion and concern, and begin celebrating the differences among them, employee satisfaction will rise. This will result in greater loyalty from employees, which will in turn lead to physicians being able to give employees greater trust and more freedom in taking initiative and risks in the workplace. This initiative and risk being taken will naturally lead to many improvements in the overall operation of the practice. In addition, physicians using a transformational leadership approach will be able to communicate a clear picture of the objectives of the practice, which employees will be happy to follow, as they will be given the room they need to be individuals in the operating of the practice. This will lead to not only greater employee satisfaction, but to greater patient satisfaction as well. This, of course, is the main need of the healthcare industry currently. Transformational leadership, when used in its true form, has the power to transform the healthcare industry for the better also improve and evelop health services

DISCUSSION

Although health services can be sold and purchased, it is difficult to define and even more difficult to measure. The enjoyment of good health does not merely mean living, but it means the ability to enjoy life to the fullest. Healthcare is defined as a set of means aimed to improve the health of society through actions such as preventing the emergence of diseases, extending life and improving health. Regarding the mental and physical aspects of society, it is collectively agreed that it is important to educate individual about rules.

The leaders or supervisors know important for the subordinates and the organizations as a whole and encourage the employees to see the opportunities and challenges around them creatively. The supervisors should also have their own visions and development plans for followers, working in groups and champion team work spirit.

Physician in leadership is characterized by individual experience like physician awareness and leadership role of health care. While management is related to routine tasks, clinical leader is the opposite. It is because clinical leader uses evidence to solve clinical problems. Presenting emulated models is also important for clinical leadership in every level of profession. The group discussions believe that professional quality is important in clinical leadership, but it is not enough. Clinical leaders should have a vision to improve services, or to be able to identify constraints in the health care system and to share the visions with their peers.

Leadership skills in the organization of a private hospital, determines the success or failure of the organization's business, effective leadership and organizational management marks the success and outcome of development in organizations. However, the effort to show the effective leadership is not easy.

Leadership depends on the person that holds the position and effective leadership skills should be inherent in every leader, regardless of the responsibility scope. The attitudes, behavior and style of a leader influence the organization he leads, and even affect the productivity of the organization. A private hospital, have many important skills used in communication, listening, negotiation, motivation, conceptual development, organization planning, delegation decision-making and communication.

The leadership skill in a private hospital, the ability to communicate and to work with other key leaders and staffs. Executive revenue cycle typically oversees and/or collaborates with leaders in certain areas such as patient registration, health information management and strategic understanding of the technology utilization.

Leadership is one's efforts in achieving a particular goal where the goal is aimed at an organization where the goal can be the same or not by influencing a person or a group leader. A leader's ability to guide an organization in executing the strategy influences the behavior of other individuals, and the stimulus is called attempted leadership. Al-Quran also explains about leadership. The leader of the believers must be obedient to Allah and do not forget the obligation as a Muslim. A leader who remembers God will surely keep all commandments and keep away from the restrictions. Leaders will advance the organization and bring the organization to the original goal. The existence of such leaders will make his subordinates feel comfortable and at ease because of being led by leaders who obey the rules of Allah.

Leadership improves health services in hospital, and the role of a leader in health services is to become a principal centered leadership model. The organization has a principle of leadership.

It will be model for other people or organizations. A model, character, and competence will result in an attitude of trust gained from others and the environment. The leadership model combination of us as a person and the competence should be done so that two qualities can represent our potential as leaders.

Hospitals operate on the assumption that improving clinical processes through will improve financial performance by reducing variability in care process/inputs, thereby increasing efficiency, and by improving the competitive position of the hospital by improving the quality of the services provided and making the hospital more attractive to patients and payers(9).

Strategic leadership is very important to be able to achieve high-performance study program. Dimensions of strategic leadership consist of driving the strategic management process as a strategist, as agents of change and the ability to create a vision as a visionary leader so any hospital must have strategies for achieving goals(10).

Transformational leadership has received increasing attention within healthcare, particularly within nursing, and has been promoted as a leadership style that will both facilitate change and increase job commitment, job satisfaction and well-being within teams as Transformational leaders develop their follower interest and commitment to the mission of the group by encouraging problem-solving and specific behaviours through intellectual stimulation and by enabling new ways of working(11).

Transformational leadership makes work meaningful for private hospital. Meta-analytic research has produced evidence of a positive relationship between transformational leadership and work related to results. The findings demonstrate that transformational leaders

make work meaningful by providing autonomy. The followers of transformational leaders feel for sure that their works are valuable and self-corresponding.

Successful leadership also includes abilities of management, appropriate transformational abilities (idealized influence, inspirational motivation, intellectual stimulation and individualized consideration appropriate transformational attributes (creativity, team orientation, appreciation of others, teaching, responsibility, recognition). Listed abilities and skills represent an essence so called transformational leadership to help improve or develop services in any organization.

CONCLUSIONS

The leadership skills used in private hospital are communication, knowledge, problem solving, decision making, motivation, inspiration, and also fundamental leadership skills including listening, information sharing and supporting an *esprit de corps*. Transformational leadership includes dimensioned charisma, intellectual stimulus, individual consideration, and source of inspiration and ideas. The concept and practice of transformational leadership develop response to limitations of existing leadership concepts in managing human resources organization in changing environment and becoming motivation for any staff that needs motivation to work because Private Hospitals have a special role to give motivation to their employees. Also transformational leadership plan can minimize the cost and overheads as well as provide economic stability if accomplished correctly and competently. Transformational leadership formation belongs to each individual member of group, and transformational leadership

positively influences the subordinate commitment to the organization.

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