

## Organizational Structure and Planning in ICU

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Organization is the function of management that creates the structure of the Intensive Care Unit and every type of workplace. When managers generally develop or modify the structure of the organization, they are essentially involved in organizational planning, which is the decision-making process for the degree of job specialization, the rules that will guide employee behavior, and the degree to which they should be taken the decisions. Although these are purely technocratic concepts, we must have to follow them in the organizational structure of the ICU.

The organization and its structure have changed significantly in the last 80 years, since the basic concepts of organizational planning were formulated by writers in the field of management, such as Henri Fayol and Max Weber. Professional specialization is the division of work activities into individual professional tasks. In addition, skilled workers in the wider field are better paid than unskilled, and because wages tend to reflect the highest level of skills, all employees should be paid wages determined by skilled labor rather than simply performing duties. However, such a thing does not happen in the medical field, neither in the public, nor in the private sector, at least not in Greece but also in other countries where I searched about this issue. This constitutes insufficient use of resources. In the early 20<sup>th</sup> century, the introduction of specialized almost always resulted in increased productivity. At some point, the negative effects of the division of labor on humans come to the fore - boredom, fatigue, stress, low productivity, poor quality of work, increased absenteeism and high turnover rates - and outweigh any economic benefits. Nowadays, most managers consider professional specialization an important mechanism of the organization because it contributes to the efficiency of employees. However, they must also acknowledge its limitations. For example, if all doctors are involved in all stages and types of medical interventions, everyone would need the necessary skills to perform both the most and the least demanding tasks. Therefore, with the exception of cases where highly specialized qualifications would be performed, physicians tend to offer work below their skill level.

### Segmentation

The first authors to deal with management issues argued that, once it is decided which employee will take on which professional duties, the joint professional activities should be grouped so that the work is performed in a coordinated and unified manner.

### Forms of power relations

- When organizing work, managers need to clarify who is reporting to whom, something known as a hierarchy. This is the line of power that extends from the upper echelons of the body to the lower echelons.
- Power refers to the rights inherent in an administrative position, so that the person holding it gives orders and expects them to be obeyed. It was a major concept used by early management scholars, as it was thought to function as a connective tissue that held an organism together. Each administrative position carried specific inherent rights enjoyed by the holders of the rank or title.

- When managers delegate power, they must share responsibilities. In other words, when employees acquire rights, they at the same time shoulder a corresponding obligation to produce work.
- The earliest scholars of management distinguish between two types of power: linear and executive power. Linear power empowers the manager to direct the work of a subordinate, as shown in the figure on the next slide. In the hierarchy, each manager is subject to the control of his superior.
- The term “line” is sometimes used to distinguish key function managers from executive managers. In this context, the term refers to managers whose organizational function directly contributes to the achievement of the organization’s goals.

### Linear versus executive power

As organizations grow and become more complex, key operations managers cease to have the time, expertise or resources to carry out their work effectively. Responding to this weakness, organizations create executive power functions with the aim of supporting, assisting, advising and generally reducing part of the information burden they manage.

For example, the manager of a hospital, who cannot effectively handle all the supplies that the hospital needs, creates a procurement department, a staff unit. In a similar way, an ICU director should share responsibilities and responsibilities with his subordinates according to their capabilities and the limits they can accept and within which they can be audited.

### Management unit

But this structure begs the question: “How many directors does an employee report”? Traditionally, the management unit, the structure in which each employee reports to a single manager, has been the norm. In cases where the unity of management should be violated, a clear separation of activities was always explicitly defined with a supervisor in charge of each. An ICU can be ranked in a similar way. In everyday life, bureaucracy has taken on a negative connotation. But what does it really mean? The bureaucracy is any organization that consists of multiple departments, each with decision-making and policy powers. The term may also describe the administrative structure of private sector companies or other non-governmental organizations, such as hospitals.

### Key features of a bureaucracy

- Complex multilevel administrative hierarchy
- Partial specialization
- Strict distribution of power
- Standard set of standard operating rules or procedures.

The hierarchical structure of the bureaucracy ensures that the bureaucrats who manage the rules and regulations have clearly defined tasks. This clear “chain of command” allows management to closely monitor the performance of the organization and deal effectively with problems when they arise.

The impersonal character of the bureaucracy is often criticized, but this “coldness” is designed. Strict and consistent application of rules and policies reduces the chances of some individuals receiving more favorable treatment than others.

By remaining impersonal, bureaucracy can help ensure that all people are treated fairly, without friendships or political relationships influencing bureaucrats who make decisions. Bureaucracies tend to require employees with specialized training background and expertise in the organizations or departments to which they are assigned. Along with continuing education, this expertise helps ensure that bureaucrats are able to perform their duties consistently and efficiently.

In addition, advocates of bureaucracy argue that bureaucrats tend to have higher levels of education and personal responsibility than non-bureaucrats. On the other hand other studies found that formality - rules and bureaucracy - is probably more important in less

economically developed countries and less important in most economically advanced countries, where workers have a higher level of vocational training and skills.

Nowadays, technological developments allow employees to access organizational information that was once only accessible to managers at the top of the hierarchy. Respectively, the access to medical information - knowledge and not only, to the doctor in the lower hierarchical levels or the unfavorable of the director.....

### How is authority different from power?

Early management scholars believed that the rights inherent in a person's formal professional position in the organization were the only source of influence and believed that managers were powerful. Today, however, management professionals recognize that you do not need to be a manager to have power. Authority and power are often considered identical, but they are not.

Power: Authority is a right. Its legitimacy derives from the position of the person who holds it in the organization. Power is in line with the job.

Leadership- authority: The individual's ability to influence decisions.

### Difference between leadership-authority and power

The influence one has on the organization or his team is determined by the vertical dimension in the structure. The higher the position of the individual in the hierarchy, the greater his power.

Leadership-authority, on the other hand, is a three-dimensional concept. It includes not only the functional and hierarchical dimensions, but also a third dimension called centrality.

Authority is composed of both the vertical position and the distance from the core or center of power of the organization. The closer one is to the core, the greater one's influence on decisions. The higher one rises in the organization hierarchy (an increase in power), the closer one moves to the core of leadership-authority.

Power is not a prerequisite for gaining authority, because it is possible to move horizontally to the core without evolution. For example, assistants in an organization are often powerful, even though they wield little power.

### Control range

The question then arises as to how many employees a manager or a director of ICU, in our case, can effectively and efficiently supervise. The efficiency and effectiveness of the range depend on:

- Employee experience and training (more experience and training, greater range)
- The similarity of professional duties (greater similarity, greater scope)
- The complexity of the tasks (more complex tasks, less scope)
- The physical proximity of employees (greater proximity greater range)
- The number and type of standard procedures (greater standardization, greater range).

Such as recording laboratory results in the patient's file, daily blood sampling and recording blood gases on the patient's card.

How advanced is the management information system of the organization (most advanced information system more scope)?

The strength of the value system of the organization (stronger value system greater range.) The preferred managerial style of the manager (personal preference to manage more or fewer employees).

### Centralization and decentralization

**Centralism:** Decision making takes place at the highest levels of the organization. **Decentralization:** Lower-level consultants participate in decision-making or take it themselves.

Traditional organizations and expansion in the same way and ICUs were structured in the form of a pyramid, as power and authority were concentrated near the top of the organization.

Today, organizations have become more complex and respond more readily to the dynamic changes in their environment. As a result, many managers believe that decisions should be made by employees who are closest to the problem. Note, however, that decentralization does not imply that managers or directors at the top of the hierarchy cease to make decisions.

**Formality:** How standardized are the jobs in the organization and the extent to which employee behavior is governed by rules and procedures.

Organizations with a high degree of formality have detailed job descriptions, numerous organizational rules, and clearly defined procedures that cover job functions. Although some degree of formality is necessary for consistency and control, many organizations today rely less on strict rules and standardization to guide and regulate employee behavior than in the past. Of course, there will always be organizational rules that are important to follow - but they must be analyzed so that employees understand why it is really important to follow them.

Some building plans work best with different organizational strategies.

### Strategy and structure

- Simple strategy = Simple structure.
- Complex strategy = More complex structure.

It is based on the work of Alfred Chandler that goals are an important part of the organization's strategy and that the structure should facilitate the achievement of goals.

The passionate pursuit of innovation is associated with an organic organization, while the passionate pursuit of cost control is associated with a mechanistic organization.

The environment places limitations on the manager's discretion.

Also, the environment significantly affects the structure of the organism: Stable environment=Mechanistic structure Dynamic/uncertain environment=Organic structure.

It helps to understand why so many managers have restructured their organizations to be simple, fast and flexible.

### Traditional organizational plans

When designing a structure, managers or directors can choose between traditional or modern organizational plans.

In traditional design, managers choose between three structures: simple, functional and domain. These structures are usually more mechanical in nature. Below are the advantages and disadvantages of each of these structures.

Most ICUs start as a simple structure, which is an organizational plan with weak segmentation, a wide range of control, power concentrated in a single person and weak formality.

The simple structure should be widely used in smaller ICUs and is fast, flexible and inexpensive to maintain, while clear accountability. However, as it develops and expands, there are few policies or rules to guide executive action, which leads to an over accumulation of information at the top of the hierarchy and slows down the decision-making process.

As doctors and nurses are added, the structure of most small ICUs tends to evolve and become more formal. Rules and regulations are established, specializations are added, administrative ranks are added and the department becomes more and more bureaucratic.

### The modern challenges for organizational planning

As managers look for organizational plans that will support and facilitate employees to perform their duties efficiently and effectively, some challenges arise that need to be addressed, such as:

1. How do employees stay connected to the ICU?
2. How can they deal with global differences in organizational structure?
3. How is an ICU built within a hospital organization that evolves through learning?
4. How can they design efficient and effective flexible work arrangements?

### The modern challenges of organizational planning

- Keeping employees connected
- Addressing issues of global differences in structures
- Building an organization that evolves through learning
- Designing efficient and effective flexible work arrangements.

Another challenge facing director is how to build an organization that evolves through learning, that is, an organization that has developed the ability to constantly learn, adapt and change.

The different types of flexible work arrangements that could currently be used in the ICU include compact working weeks, flexible working hours, cooperation and occasional work.

Organizations sometimes find that they have to restructure work using flexible work arrangements, such as the busy work week, where employees work more hours a day but fewer days a week. The most common setting is four days of ten-hour work.

Another alternative is flexible hours (also known as flexible working hours), which is a system where employees are required to work a certain number of hours per week, but are free to choose what hours they will work, within certain limits.

The workforce has already started moving from traditional full-time jobs to casual-part-time, temporary and contract workers who are available for hiring according to the company's needs. Many organizations have adapted to the modern economy, turning full-time jobs into casual ones. It is projected that by the end of the next decade the number of casual workers will have increased to almost 40% of the workforce (it is 30% today).

There are also global differences in organizational structures. Researchers have concluded that the structures and strategies of organizations are similar on a global scale, while the behavior within them retains its cultural uniqueness. This means that directors have to consider also the cultural implications of certain elements of any target of ICU.

Modern organizational design and its improvement provision of public services improved coordination:

- Fewer hierarchical levels, removal of centralism, participation of executives
- Less organizational units = limitation of competencies and overlaps, exclusive responsibilities, simplification of service procedures
- Horizontal coordination organizational units
- Joint groups Work of organizational unit executives and flexibility
- Effective coordination, participation, executive flexibility and autonomy in the provision of services, more effective control and services.

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