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Public Management

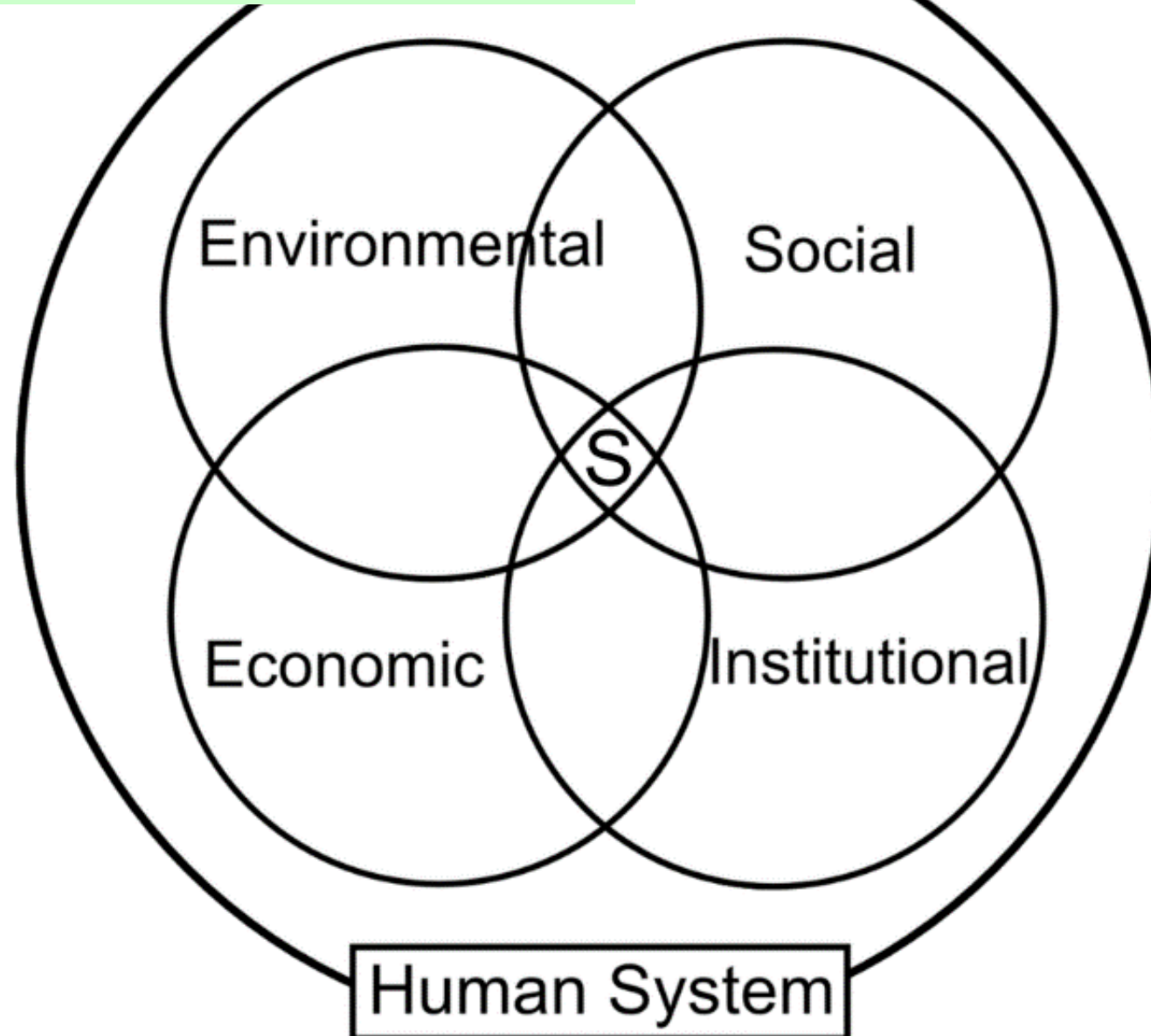
#9 Administrative evaluation and governance (circumstance of administrative evaluation introduction)

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Today's goal

- Identify four elements for sustainability in human social system
- Understand how to introduce administrative evaluation methods into public policy activities

Four elements for sustainability



To complete this mission, public entities (national/local governments and administrative agencies) should take several administrative tactics.



Settlement of the purpose of evaluation

Selection of evaluation method

Arrangement of administrative environment

Settlement of the purpose of evaluation

Ex: Working out the mid-term planning for improvement of Kanagawa pref. public hospital management

Kanagawa prefecture hospital agency (KPHA) is an organization in which five former prefectural owned hospital are operated under the agency structure.

KPHA had launched ***third mid-term planning*** for hospital management in order to improve the quality of patient services and to extract efficiency through job redesigning. Mid-term planning consists of two main purpose with lots of sub actions.

Main purpose1 : improving the quality of patient care and services

Sub actions

- securing human resources
- functional decentralization and cooperation
- promotion of clinical research
- application of high end technologies
- promotion of patient safety
- improvement of patient satisfaction
- appropriate delivery of medical care at the time of disaster
- provision of appropriate infectious disease treatment
- introduction of third party inspection

Main purpose2 : improving managerial process and efficiency

Sub actions

- building optimal governance system
- promotion of compliance and risk management
- activate PDCA circulation
- appropriate use of clinical devices through cost effectiveness

measurement

- securing revenue and cost containment through appropriate cost management
- settle the numerical target of profit ratio
- construction of excellent workplace environment for the worker
- reviewing compensation method

Purpose 1 : improve the services and affairs for providing excellent medical care to the population.

Purpose 2 : redesign job system and implementation in order for inducing efficiency in public hospital management.

Step 1

You need to confirm

To whom the purpose set out?

Is the purpose clear and understandable?

Is expected goal indicated clearly?

Is the means for implementing the sub action appropriate?

Optimal selection of administrative evaluation method.

securing human resources



reviewing compensation method



Advantage of "agency"



Is traditional *senior wage* applicable?

appropriate use of clinical devices and other equipment in hospitals.

What methods could be introduced?

● **Comparing costs for installing devices to outcomes induced by using devices.**



● **Selecting most cost-effective devices under constraint budget.**

Organization transformed as **agency** usually be allowed more flexible in compensation scheme and decision making in purchasing equipment and other material sources.



Enjoy the advantage of privatization

But, in order to enjoy this, you must install appropriate communication and monitoring function into the organization (recall the case of Hatfield rail crash!)