



# JOURNAL OF INTERNATIONAL HEALTH SCIENCES AND MANAGEMENT



Volume:1

Issue:1

Year: October 2015

[www.jihsam.com](http://www.jihsam.com)

## HISTORICAL DEVELOPMENT OF HEALTH MANAGEMENT TRAINING IN TURKEY

Mehmet Yorulmaz<sup>a</sup> Mehmet Gençtürk<sup>b</sup> Mustafa Demirkiran<sup>c</sup>

<sup>a</sup>Selçuk University/Turkey/[mtyorulmaz@hotmail.com](mailto:mtyorulmaz@hotmail.com)

<sup>b</sup>Süleyman Demirel University/Turkey/[mehmetgencturk@sdu.edu.tr](mailto:mehmetgencturk@sdu.edu.tr)

<sup>c</sup>Süleyman Demirel University/Turkey/[m-demirkiran@hotmail.com](mailto:m-demirkiran@hotmail.com)

### ARTICLE INFO

---

### ABSTRACT

**Keywords:** Health Management, Training, Historical Development

Today, health management training, with its increasing interest and importance, has had an important part in training programs in developed countries. Global competition, the purpose of profit and management challenges arising from the structure of health institutions entailed delivery of health institutions to professional health administrators. The aim of this study is to study the historical process of health management training in Turkey. In view of the literature, it is seen that the first health management began in the area of hospital administration. During the Ottoman era, hospital managers were selected from non-physician people.

During that period, all the administrative and financial affairs of a hospital were conducted by “Müdür-i hastane” i.e. a hospital manager. The chief physician of a hospital had a position dealing with patient care and coordination of subordinate physicians. After the proclamation of the Republic, the first school established to train students in the field of management of health institutions was Health Administration High School, which was established within the Ministry of Health, General Directorate of Vocational Education on December

19, 1963. Then, this school was assigned to Hacettepe University in 1982, and it has graduated students under the Faculty of Economics and Administrative Sciences ever since. Now, there are a total of 55 universities providing education at undergraduate level in the field of health management in Turkey. Because of the great importance of health management training for the sector, this study is expected to make a significant contribution to the literature.

---

## 1. INTRODUCTION

There are two most important problems underlying the problems related to health, which have built up over years: firstly, “lack of finance”, and secondly, “lack of trained managerial staff” are the problems expressed on every occasion. Although therapeutic health services are concentrated on in health policies, it is a known fact that these systems do not have sufficient efficiency, that they not satisfy the service providers and service receivers. One means for overcoming these problems is based on raising managers who have modern management understanding and who are in command of management methods [Cit: 1].

Influences of well-trained professional health managers on health institutions are substantial. Efficient use of the resources, prevention of unnecessary drug use, increase and follow-up of performance of the institution may be listed among these. Therefore, professional training is the most important characteristic that should be possessed by the managers serving at all levels in the hospitals [2].

The fact that countries with any level of development from America to India, from Africa to England have similar training programs in their university curriculums, and that management training is given on

several special fields reveals as a universal reality that there is a need for field-specific manager training such as “sports management, disaster management, training management, health management” [3].

## 2. CONCEPTUAL FRAMEWORK

### 2.1. Training

One of the most important of issues of our era is training. In the rapidly developing world, available information is increasing and changing as never seen in the previous years. In addition, the substantial and rapid developments in the industry have developed the efforts to make the human factor more useful and stronger. Training expenditures are now regarded as investment in the future. Now the researches include the expenditures made for human force training in their field of examination [4].

Training is a very broad concept in terms of scope. It can be defined as an individual's activities of making changes in his/her knowledge, talents and skills through formal programs, or by himself or through gaining experience, within or outside the establishment. In a sense, training may be defined as a change process [5]. According to another definition, training is defined as “In order to enable that the

individuals or the groups constituted by them to carry out the tasks they have undertaken or will undertake in the establishment more effectively and more successfully, all of the instructional actions, which broaden their professional knowledge horizon, which enhance the knowledge, experiences and skills aimed at making positive developments in their thoughts, behaviors, attitudes, habits and understanding” [6]. In addition to the training definitions made above in individual terms, the definition “all the managerial purposes aimed at developing current success of the organization from the aspect of effectiveness, freedom and efficiency” is made in organizational terms [7].

The organizations are aware of importance of training and its contribution to performance, and are increasingly making effort for employer training. In order to be able to get result in training, it is compulsory to be fast and to use the time effectively in today’s information age. The main goal in training of health professionals is to realize quality of the health services, i.e. to ensure that the personnel is equipped in accordance with the requirements of the age in respect of the issues such as knowledge, skills, ethic values and social approaches, and as a result of this, to increase healthiness level of the society [8].

## **2.2. Health Management Training**

Today, health institution management is considered as one of the special management fields, and it is stated that professional health managers are indispensable for the establishments to reach the desired effectiveness and efficiency level. In Turkey, health management training is given at the associate degree, undergraduate, graduate and doctorate levels. However, since professional health management is not recognized as required in the health establishments, the institutions cannot make use of these professionals sufficiently [9].

The fact that a special training was required for managing the health institutions was realized in the USA in the 1910s, and graduate hospital management

programs were started to be opened in various universities beginning from 1934. In the historical process, the changes seen in USA in the health management training have entailed a series of changes in role, title, duty and functions of hospital or health services manager. Fifty years ago, a hospital manager would not receive any special training for the management role, whereas today, that person is designated as chairman of board of directors, CEO, can become the member of a professional association, and carries out all activities of the organization he/she takes part in [10].

From the past to present, it is seen that the new approaches manifest themselves in the management training, and that importance is placed on accreditation [11]. The requirement of giving the Health Institutions Management training within certain standards is among the issues of debate in America and Europe. For example, while it is known that the programs providing training in this field are present within different faculties, recently, these departments are seen to be providing training under the faculties of business management. This is encountered in Turkey, too. In the USA, these programs are accredited by an autonomous agency (ACEHSA). A program approved by this agency gives to a potential student the warranty that it will meet the minimum standards developed by that profession or health system. The main goal of ACEHSA is to establish standards for planning and policy of the graduate training in the health management field, to carry out the studies that will stimulate the universities for the development of the programs. Another agency establishes by all the university programs in the health services management field is AUPHA (The Association of University Programs in Health Administration). According to the statistics of 2008, 160 programs have become member of this program so far. Two agencies that have ensured formation of this agency are AHA (American Hospital Association) and ACHA (American College of Hospital Administrations). While all profession groups can become member to AHA, ACHA is an agency that

has been established to elevate the profession standards and that accepts only selected professionals to membership. In Europe, EHMA (The European Health Management Association) acts as the superior body of the European health management. In Turkey, organizations at association level (Association of Health Administrators, Association of Health Managers) are present [12].

### **2.3. Historical Development of Health Management Training in Turkey**

In this section, emergence and development of health management in Turkey and the universities currently providing training in this field were examined.

#### **2.3.1. Emergence and Development of Health Management Training in Turkey**

The profession of health management is a fairly new profession throughout the world, and the most developed branch of this profession is hospital management. The first training programs in the health management field have been started with the name of "Hospital Management". Today, hospital managers assume the responsibility for a very big budget under the pressure of scarce resources and the too rapidly advancing technology and consumer movements, and are supposed to operate a very complex institution so as to ensure the harmony of the professional, semi-professional and assistant service class personnel from a wide range of fields. The adventure of health management training that has started in 1910 in the USA have been redesigned particularly in the last two decades, and have become aligned with the needs [13].

When we go a little back in the history, hospitals are the most ancient ones among the examples that can be given for the social organizations. Hospital management is an ancient profession. The great Turkish physician Mehmet Razi (850-923) is known to have served as Head Manager at Baghdad Hospital [14]. In the Ottoman Empire, hospital management was regarded as a specialty field of occupation. The person who is responsible for management of the medical

services in the hospital management was the head physician, and "Tımarhane Ağası", "Bimarhane Ağası" (chief of the institution), the person who was not a physician, was responsible for administration of the affairs other than the medical services [15].

Following the 1840s, hospital managers were given the title of "Hastane Nazırı" [15], or "Müdür-i Hastane". The person with the title of Müdür-i Hastane was not a physician. All administrative, financial and operation services of the hospital were being carried out by the Müdür-i Hastane. At that time, the chief physicians were responsible only for carrying out the professional services regarding patient treatment [14].

In the Republic period, first training in the field of health management has started with the Higher School of Health Administration founded on December 19, 1963 as affiliated to the Ministry of Health, General Directorate of Vocational Education, as prescribed in the first five-year development plan [14]. In 1970, the Higher School of Hospital Management was opened in Hacettepe University, and that school gave graduate training until 1975. At that date, name of the program was changed into Higher School of Health Administration, and these schools that gave training between 1975 and 1982 were joined by virtue of the Decree Law no. 20 July 1982/41, and made affiliated to the Rectorate of Hacettepe University [cit: 12]. With the requirement that the management phenomenon, which is certainly known to have a great contribution to make the health system effective, and the recent acceleration in the efforts to ensure establishment of and to develop this new profession, new departments have started to be opened [16].

#### **2.3.2. The Universities giving Health Management Training**

The adventure of health management training that has started with the Higher School of Health Administration in Turkey continues very fast. The health management departments in the public, private and foundation universities in Turkey are examined

below. Websites of the universities were examined to create tables.

**Table 1. Health Management Departments in Public Universities**

UNIVERSITY	Under graduate (4 Years) (F.T.)	Under graduate (4 Years) (E.T.)	Associate degree (2 Years) (F.T.)	Associate degree (2 Years) (E.T.)
AFYON KOCATEPE UNIVERSITY	X	X	X	-
AĞRI İBRAHİM ÇEÇEN UNIVERSITY	X	-	-	-
AKSARAY UNIVERSITY	X	-	-	-
ANKARA UNIVERSITY	X	-	-	-
ATATÜRK UNIVERSITY	-	-	X	-
BALIKESİR UNIVERSITY	-	-	X	X
BATMAN UNIVERSITY	-	-	X	X
BİLECİK ŞEYH EDEBALI UNIVERSITY	-	-	X	-
BİNGÖL UNIVERSITY	X	-	X	-
BİTLİS EREN UNIVERSITY	-	-	X	-
BOZOK UNIVERSITY	X	-	-	-
CUMHURİYET UNIVERSITY	X	X	-	-
Ç.KALE ONSEKİZ MART UNIVERSITY	X	-	-	-
ÇANKIRI KARATEKİN UNIVERSITY	X	-	-	-
ĐİCLE UNIVERSITY	X	-	-	-
DOKUZ EYLÜL UNIVERSITY	-	-	X	-
DUMLUPINAR UNIVERSITY	-	-	X	X
DÜZCE UNIVERSITY	X	X	-	-
ESKİŞEHİR OSMANGAZİ UNIVERSITY	X	-	-	-
GAZİ UNIVERSITY	X	-	-	-
GAZİANTEP UNIVERSITY	X	-	-	-
GAZİOSMANPAŞA UNIVERSITY	X	-	X	X
GÜMÜŞHANE UNIVERSITY	X	X	-	-
HACETTEPE UNIVERSITY	X	-	-	-
HAKKARİ UNIVERSITY	-	-	X	-
İSTANBUL MEDENİYET UNIVERSITY	X	-	-	-
İSTANBUL UNIVERSITY	X	-	-	-
İZMİR YÜKSEK TEKNOLOJİ UNIVERSITY	-	-	-	-
KAFKAS UNIVERSITY	-	-	X	X
K.MARAŞ SÜTCÜ İMAM UNIVERSITY	X	X	-	-
KARABÜK UNIVERSITY	-	-	X	-
KARADENİZ TEKNİK UNIVERSITY	X	-	-	-
KARAMANOĞLU MEHMETBEY UNIVERSITY	-	-	X	X
KIRIKKALE UNIVERSITY	X	-	-	-
KIRKLARELİ UNIVERSITY	X	X	X	X
MARMARA UNIVERSITY	X	-	-	-
MEHMET AKİF ERSOY UNIVERSITY	X	-	-	-
MERSİN UNIVERSITY	X	-	-	-
MUĞLA SITKI KOÇMAN UNIVERSITY	X	-	-	-
MUŞ ALPARSLAN UNIVERSITY	X	-	X	X
NAMIK KEMAL UNIVERSITY	X	-	-	-
NECMETTİN ERBAKAN UNIVERSITY	X	-	-	-
NEVŞEHİR HACI BEKTAŞ VELİ UNIVERSITY	-	-	X	-
ONDOKUZ MAYIS UNIVERSITY	X	-	-	-
PAMUKKALE UNIVERSITY	-	-	X	-
SAKARYA UNIVERSITY	X	-	-	-
SELÇUK UNIVERSITY	X	X	-	-
SİNOP UNIVERSITY	-	-	X	-
SÜLEYMAN DEMİREL UNIVERSITY	X	X	X	X
TRAKYA UNIVERSITY	X	X	-	-
UŞAK UNIVERSITY	X	-	X	X
YALOVA UNIVERSITY	-	-	X	-

Health management departments in public universities are given in Table 1. Information on the departments of undergraduate degree formal training, undergraduate degree evening training, and associate degree formal

and evening training. Accordingly, 36 undergraduate programs are available in formal training and 9 in evening training in the public universities. Again, according to the same table, number of formal training

programs is 22 and number of evening training

programs is 10 at the associate degree level.

**Table 2. Health Management Departments in Private & Foundation Universities**

UNIVERSITY	Under graduate (4 Years) (F.T.)	Under graduate (4 Years) (E.T.)	Associate degree (2 Years) (F.T.)	Associate degree (2 Years) (E.T.)
ACIBADEM UNIVERSITY	X	-	-	-
AVRASYA UNIVERSITY	-	-	X	X
BAHÇEŞEHİR UNIVERSITY	X	-	-	-
BAŞKENT UNIVERSITY	X	-	-	-
BEYKENT UNIVERSITY	X	-	X	-
BEZM-İ ALEM VAKIF UNIVERSITY	X	-	-	-
BİRÜNİ UNIVERSITY	X	-	-	-
ÇAĞ UNIVERSITY	-	-	X	-
İSTANBUL AREL UNIVERSITY	X	-	X	X
İSTANBUL AYDIN UNIVERSITY	X	-	X	X
İSTANBUL BİLGİ UNIVERSITY	X	-	-	-
İSTANBUL BİLİM UNIVERSITY	X	-	X	X
İSTANBUL ESENYURT UNIVERSITY	-	-	-	-
İSTANBUL GELİŞİM UNIVERSITY	X	-	X	X
İSTANBUL MEDİPOL UNIVERSITY	X	-	X	-
İZMİR EKONOMİ UNIVERSITY	X	-	-	-
NİŞANTAŞI UNIVERSITY	X	-	X	X
OKAN UNIVERSITY	X	-	X	-
SELAHADDİN EYYUBİ UNIVERSITY	X	-	-	-
TOROS UNIVERSITY	X	-	-	-
ÜSKÜDAR UNIVERSITY	X	-	X	X
YENİ YÜZYIL UNIVERSITY	X	-	-	-
ATAŞEHİR ADIGÜZEL MYO	-	-	X	-
İSTANBUL KAVRAM MYO	-	-	X	X
İSTANBUL ŞİŞLİ MYO	-	-	X	X
PLATO MYO	-	-	X	-

Distribution of health management departments in private-foundation universities is given in Table 2. Accordingly, number of programs at undergraduate level is 19, and number of programs at associate degree level is 15. There are no evening training programs at undergraduate level.

When examined in terms of graduate and doctorate training, number of universities giving graduate training in the field of Health Management in Turkey is 39 (Including Ahmet Yesevi University and GATA).

The number of universities giving doctorate training in the field of Health Management in Turkey is 10 [12].

### 3. CONCLUSION

Once the schools training health managers, which have a history of around 50 years in Turkey, provide a really efficient training, the graduates, who are the output, will accomplish quality works in the field. Major tasks fall to the instructors in provision of this training.

However, the non-area academicians and the fewness of academicians are among the main problems hindering this.

Well-trained health administrators who are professionalized in their field will achieve success in the environments where there is intensive uncertainty and variability. It is considered that there will be a linear relationship between placing the necessary importance on health services management and success of the national health system [16].

In Turkey, the need for professional managers equipped with the operation and management

knowledge in health institutions of every level, who can assume duty in different managerial positions, is increasing day by day [12]. Similarly, the number of health management departments are increasing in number day by day in Turkey Here, the essential objective desired to be achieved is, rather than numeric increase, to manifest actual quality of these departments by transferring the output, i.e. the graduates who are enterprising, knowledgeable, self-confident and open to innovation, who will represent the profession of health management.

## REFERENCES

- [1] Hayran O, Sur H. Hastane yöneticiliği. İstanbul: Nobel Tıp Kitapları; 1997.
- [2] Tabish SA. Towards development of professional management in Indian hospitals. *Journal of Management in Medicine*; 1998; 12(2): 109-119.
- [3] Bostan S. Kamu hastanelerini kim yönetmeli? 2014. Available at: <http://www.personelsaglikhaber.net/guncel/hastanelerde-kimler-yonetici-olmalih37289.html#ixzz3P7Y89KuF> [accessed 25.12.2014].
- [4] Tortop N. Personel yönetimi. Ankara: Yargı Yayınları; 1994.
- [5] Koçel T. İşletme yöneticiliği. İstanbul: Beta Basım Yayım; 2013.
- [6] Sabuncuoğlu Z. İnsan kaynakları yönetimi. İstanbul: Beta Basım Yayım; 2011.
- [7] Keskin G. Eğitim, yetiştirme ve geliştirme. Nevşehir: 1. Uluslararası ve 5. Ulusal Hemşirelik Eğitim Kongresi; 2001.
- [8] Topçu İ, Şen H, Özcan DA. Sağlık çalışanlarının eğitimi ve yetiştirilmesi. In: Sur H, Palteki T, editors. Hastane yönetimi. İstanbul: Nobel Kitabevi; 2013, p. 161-178.
- [9] Akdaş A, Sur H, Şişman N, Gemlik N. İdari görevi bulunan hekimlerin sağlık yönetimine bakış açıları. *SD Sağlık Düşüncesi ve Tıp Kültürü Dergisi*; 2008; 5.
- [10] Şahin İ, Sargutan E, Tarcan M. Dünya’da ve Türkiye’de sağlık yönetimi eğitimi. Ankara: I. Ulusal Sağlık İdaresi Kongresi; 2000.
- [11] Çınaroğlu S. Yönetim eğitiminde yeni yaklaşımlar ve hastanelerde profesyonel yönetici ihtiyacı. *Hacettepe Sağlık İdaresi Dergisi*; 2012; 15(1): 79-110.
- [12] Tengilimoğlu D, Işık O, Akbolat M. Sağlık işletmeleri yönetimi. Ankara: Nobel Yayıncılık; 2014.
- [13] Sur H. Dünyada ve Türkiye’de sağlık yöneticiliği. 2014. Available at: <http://www.merih.net/ml/whaysur16.htm> [accessed 25.11.2014].
- [14] Ak B. Hastane yöneticiliği. Ankara: Özkan Matbaası; 1990.
- [15] Ministry of Health. 80. yılda tedavi hizmetleri 1923- 2003. Ankara: 2004.
- [16] Çimen M. Sağlık yönetimi ve sağlık yönetim eğitimi. *Acıbadem Üniversitesi Sağlık Bilimleri Dergisi*; 2010; 1(3): 136-139.