

# Medical Organizational Structure

# Organizational Structure

- ▶ Also called **chain of command** or line of authority
- ▶ Indicates areas of responsibility
- ▶ Should lead to most efficient operation of a facility by creating of various levels of management within an organization

# Organizational Structure

- ▶ Manager of each level delegates authority and responsibility in order to accomplish departmental goals and to accomplish overall organizational goals
- ▶ Visualization of the structure helps employees understand the organization's chain of command who is responsible for a particular area or to determine the immediate supervisor

# Organizational Structure

- ▶ Structure will vary from organization to organization depending on many variables such as:
  - ▶ size--larger the system, the more complex the structure
  - ▶ type of business conducted/services offered
  - ▶ geographic location
  - ▶ other variables

# Medical Organizations

- ✓ We will be looking at the largest of healthcare organizations --- the hospital

# Organizational Grouping

- ▶ Departments are normally set up according to similarities in job goals which promotes efficiency in accomplishing the overall goals of the organization

# Common categories of services within a hospital system

- ▶ Administrative Services
- ▶ Informational Services
- ▶ Therapeutic Services
- ▶ Diagnostic Services
- ▶ Support Services

# Traditional Organizational Chart



**Board**

**Administration**

**Information  
Services**

**Therapeutic  
Services**

**Diagnostic  
Services**

**Support  
Services**

Admissions  
Billing & Collections  
Medical Records  
Computer Information  
Health Education  
Human Resources  
Hospital Library

Physical Therapy  
Occupational Therapy  
Speech Therapy  
Language Therapy  
Respiratory Therapy  
Pharmacy Services  
Nursing Services  
Dietary Services

Medical Laboratory  
Radiology  
Nuclear Medicine  
Emergency Room  
Cardiology  
Neurology

Central Supply  
Biomedical Technology  
Environmental Services  
Maintenance  
Dietary  
Transportation

# Administrative Services

- ▶ ***Hospital Administrators***
  - ▶ Chief Executive Officer (CEO)
  - ▶ Vice President(s)
  - ▶ Department Heads
  - ▶ Executive Assistants
- ▶ **General responsibilities:**
  - ▶ Business people who “run the hospital”
  - ▶ Oversee budgeting and finances
  - ▶ Establish hospital policies and procedures
  - ▶ Often perform public relation duties

# Informational Services

- ▶ Admissions
- ▶ Billing & collections
- ▶ Medical records
- ▶ Computer information systems
- ▶ Health education
- ▶ Human resources
  
- ▶ General responsibilities:
  - ▶ Documentation and processing of all information within the organization

# Informational Services

## ▶ *Admissions*

- ▶ Collection of demographic information, & payor information
- ▶ Assess type of services the patient is there for
- ▶ See that the patient gets sent to the proper area or facility for completion of the patient's care

# Informational Services

- ▶ ***Billing & Collection***
  - ▶ Once service provided, billing of the patient or their insurance company must be done to provide funds to pay employees, obtain supplies and equipment, and extend additional services in the future

# Informational Services

- ▶ *Medical Records*
  - ▶ Transcription, maintenance, and storage of ALL patient medical records
  - ▶ Copying services for those patients wanting a copy of medical records or copies to be sent to another medical provider

# Informational Services

- ▶ *Computer Information Systems*
  - ▶ Maintenance and repair of ALL computerized informational and diagnostic testing systems within the organization

# Informational Services

## ▶ *Health Education*

- ▶ Patient education R/T Diabetes and other areas of medical treatment, maintaining the medical library, storage of statistical information regarding disease conditions and treatments



# Informational Services

- ▶ *Human Resources*
  - ▶ Responsible for obtaining qualified personnel to fill job positions in the organization
  - ▶ Handling of ALL employee benefits such as insurance, retirement, and other benefits

# Therapeutic Services

- ▶ Nursing
- ▶ Physical Therapy
- ▶ Occupational Therapy
- ▶ Speech/Language Pathology
- ▶ Respiratory therapy
- ▶ Medical psychology
- ▶ Social services
- ▶ Pharmacy
- ▶ Dietary
- ▶ Sports medicine

- ▶ General responsibilities:
  - ▶ Providing treatment to patients

# Therapeutic Services

## ▶ Nursing

- ▶ provide care for patients

## ▶ Physical Therapy

- ▶ treatment to improve large muscle mobility

## ▶ Occupational Therapy

- ▶ treatment goal is to help patient regain fine motor skills

# Therapeutic Services

- ▶ **Speech/Language Pathology**
  - ▶ identify, evaluate, treat speech/language disorders
- ▶ **Respiratory Therapy**
  - ▶ treat patients with heart & lung disease
- ▶ **Medical Psychology**
  - ▶ concerned with mental well-being of patients

# Therapeutic Services

- ▶ **Social Services**
  - ▶ connect patients with community resources such as financial aid, Long-Term Care, etc.)
- ▶ **Pharmacy**
  - ▶ Composition of and dispensing of medications
- ▶ **Dietary**
  - ▶ maintain nutritionally sound diets for patients
- ▶ **Sports Medicine**
  - ▶ provide rehabilitative services to athletes

# Diagnostic Services

- ▶ **Emergency Medicine**

- ▶ provides emergency diagnosis & treatment

- ▶ **Medical Laboratory**

- ▶ Study of body tissues

- ▶ **Medical Imaging**

- ▶ Radiology, MRI, CT, Ultrasound

- ▶ **General responsibilities**

- ▶ Assistance in determining the cause(s) of illness or injury

# Support Services

## ▶ Central Supply

- ▶ orders, receives, stocks & distributes equipment & supplies

## ▶ Biomedical Technology

- ▶ design, build, repair, medical equipment

## ▶ Environmental/Physical Maintenance

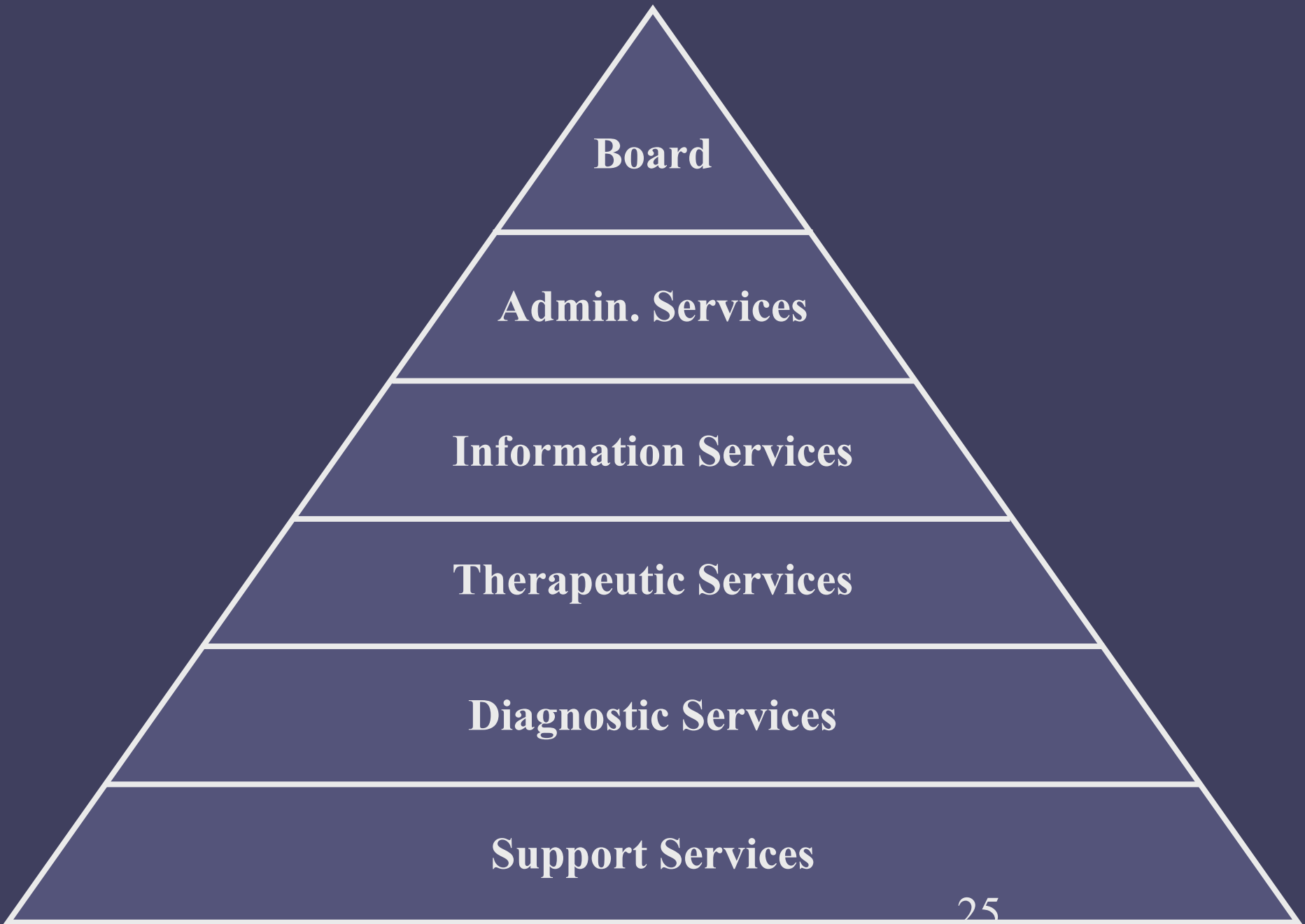
- ▶ maintain safe, clean environment

## ▶ General responsibilities

- ▶ Provides support services for the entire hospital

**Example 1 of  
“symbolic representation”  
of an organizational structure**





**Board**

**Admin. Services**

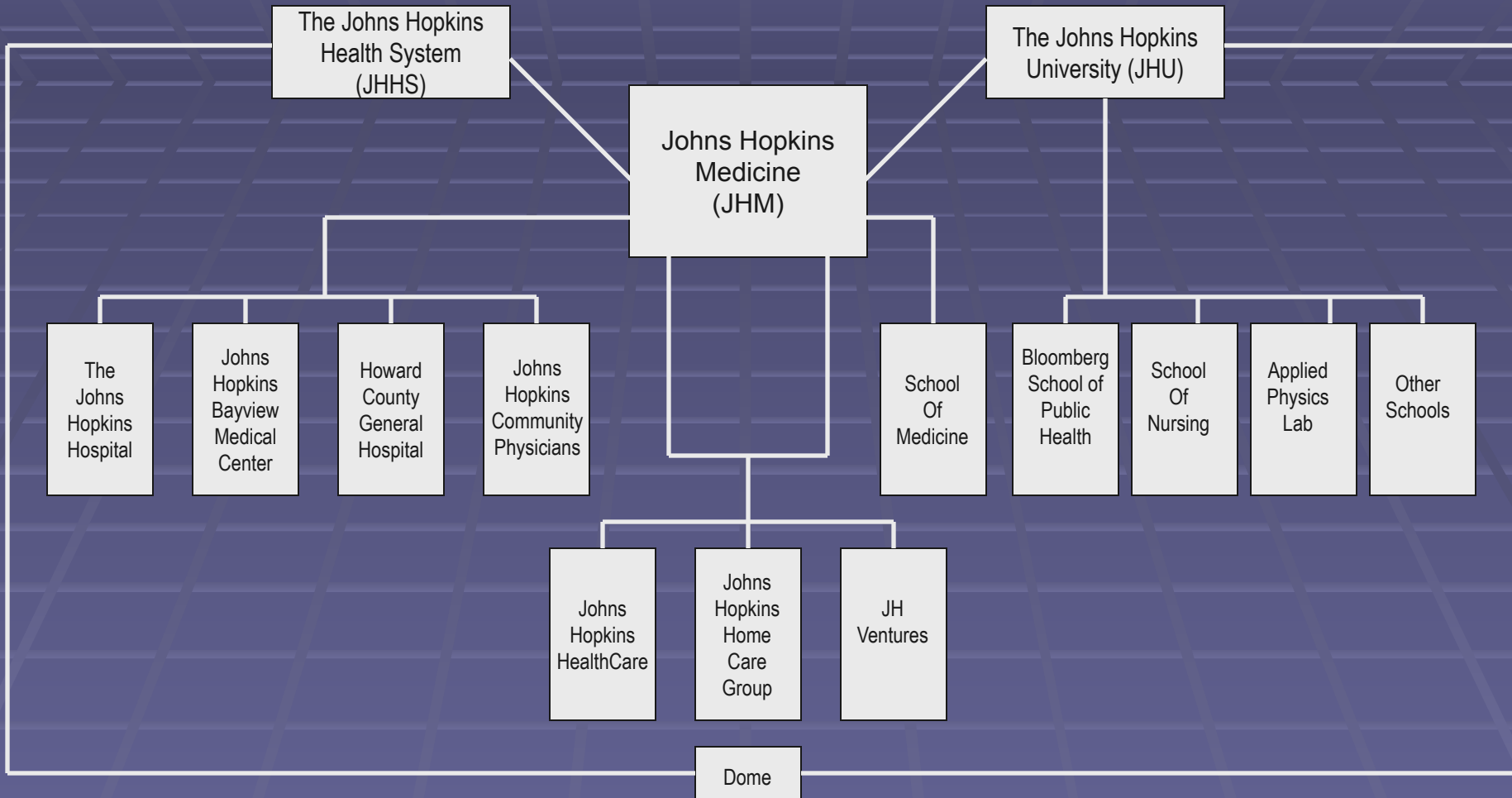
**Information Services**

**Therapeutic Services**

**Diagnostic Services**

**Support Services**

# Johns Hopkins Medicine Organizational Structure



**NOTE:** Dotted lines indicate the unincorporated divisions of JHU and the unincorporated board with delegated powers from JHHS and JHU. Various trusts supporting JHHS and JHU are not shown separately.

**Example of  
“symbolic representation”  
of an organizational structure**



### Therapeutic Services

Physicians, Scientists-Researchers,  
Nurses, PT, O.T., Speech Therapist,  
Psychologist, Pharmacist,  
Athletic Trainer, Pump Refusionist,  
Social Workers

### Administrative Services:

Dept. Heads, Administrators,  
Managers

### Diagnostic Services

Medical Lab: cytologist,  
Med Tech, Phlebotomist

Imaging: X-Rays, MRI,  
CT, Nuclear Tech,  
Scintigraphy

Cardiology Lab:  
EEG Lab

### Support Services

Central Supply, Medical  
Records, Directory, House  
Keeping, Transportation  
Maintenance,  
Information  
Service