

Medicinsk Teknologivurdering Organisation

*Christian Nøhr
Institut for Samfundsudvikling og Planlægning
V-CHI
Aalborg Universitet*

Organisationen

Struktur

- Bør teknologien centraliseres til få steder?
- Er decentralisering mulig?
- Ændres arbejdsfordelingen mellem sygehus og primær sundhedstjeneste?
- Skabes der nye specialfunktioner?
- Ændres visitationskriterier?

Personale

- Ændres arbejdsrutiner?
- Ændres arbejdsfordelingen mellem faggrupper?
- Skal personalet efter-/videreuddannes?
- Er der beskæftigelsesmæssige konsekvenser?

Miljø

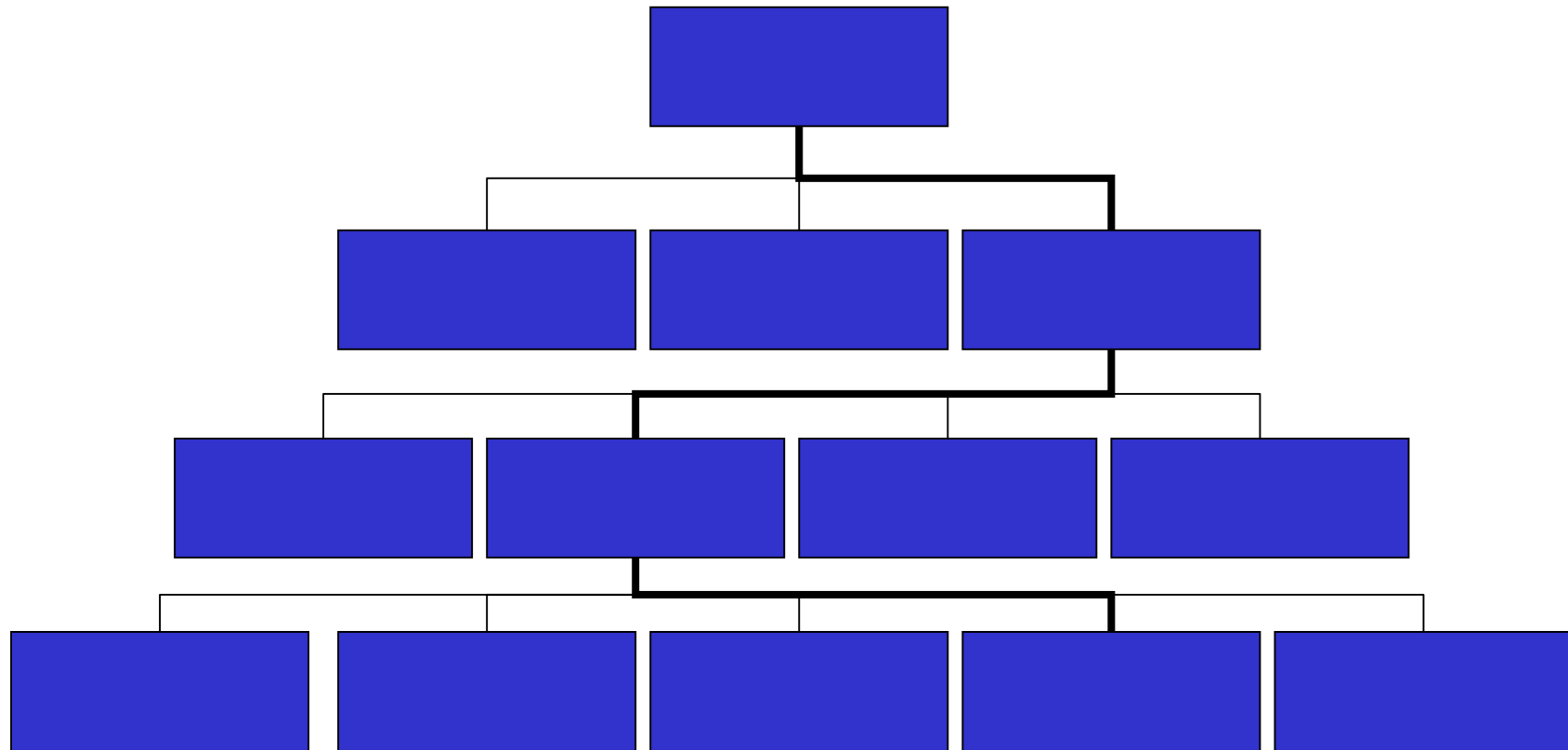
- Er der konsekvenser for arbejdsmiljø?
- Er der konsekvenser for ydre miljø?

Frederick Taylor

Scientific Management

Greeting the customer	Yes	No
1. There is a smile.		
2. It is a sincere greeting.		
3. There is eye contact.		
Other:		
Taking the order	Yes	No
1. The counter person is thoroughly familiar with the menu ticket. (No hunting for items.)		
2. The customer has to give the order only once.		
3. Small orders (four items or less) are memorized rather than written down.		
4. There is suggestive selling.		
Other:		
Assembling the order	Yes	No
1. The order is assembled in the proper sequence.		
2. Grill slips are handed in first.		
3. Drinks are poured in the proper sequence.		
4. Proper amount of ice.		
5. Cups slanted and finger used to activate.		
6. Drinks are filled to the proper level.		
7. Drinks are capped.		
8. Clean cups.		
9. Holding times are observed on coffee.		
10. Cups are filled to the proper level on coffee.		
Other:		
Presenting the order	Yes	No
1. It is properly packaged.		
2. The bag is double folded.		
3. Plastic trays are used if eating inside.		
4. A tray liner is used.		
5. The food is handled in a proper manner.		
Other:		
Asking for & receiving payment	Yes	No
1. The amount of the order is stated clearly and loud enough to hear.		
2. The denomination received is clearly stated.		
3. The change is counted out loud.		
4. Change is counted efficiently.		
5. Large bills are laid on the till until the change is given.		
Other:		
Thanking the customer & asking for repeat business	Yes	No
1. There is always a thank you.		
2. The thank you is sincere.		
3. There is eye contact.		
4. Return business was asked for.		
Other:		

Hierarkisk funktionelt opdelt organisation



Taylor's fem principper

1. Ansvarligheden for organiseringen af arbejdet flyttes fra arbejderen til ledelsen
2. Brug videnskabelige metoder til at finde den mest effektive arbejdsmetode
3. Udvælg den bedste person til det designede job
4. Træn arbejderen til at arbejde effektivt
5. Overvåg arbejderens ydelse for at sikre det optimale output

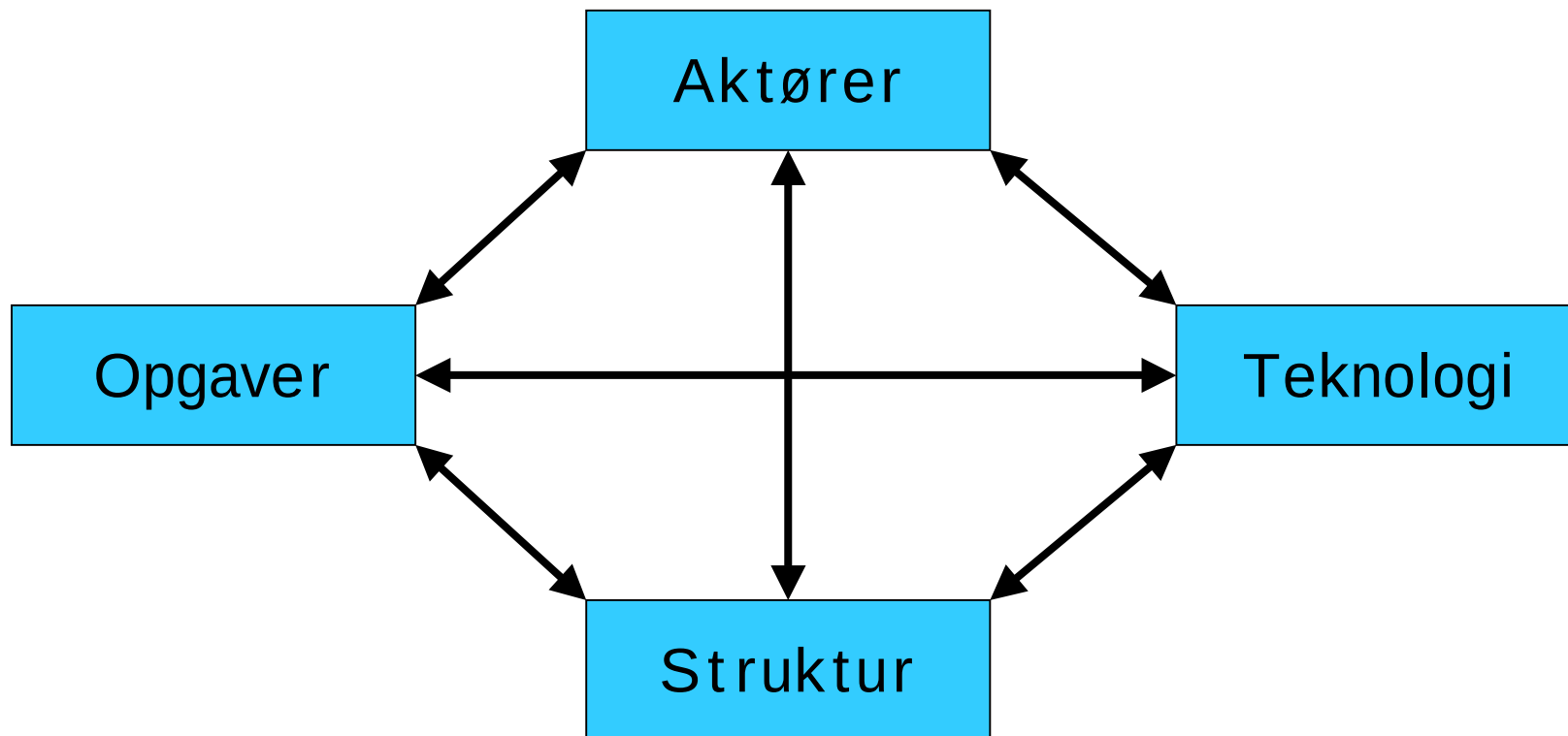
Taylor succes

- Når arbejdsopgaverne er simple
- Når omgivelserne er stabile så det producerede kan afsættes
- Når identiske produkter ønskes
- Når præcision er nødvendig
- Når den menneskelige 'maskine' er kompliant og opfører sig som der er konstrueret til

Taylor begrænsninger

- Hurtig tilpasning til nye omgivelser umulig
- Uforudsigelige og uønskede konsekvenser hvis arbejderne ændrer på organisationens målsætning
- Dehumaniserende effekter for de laveste niveauer i hierarkiet

Leavitt: Organisatorisk ændring



Industri-

→ Informations-samfund

Maskine



Intellektuelt

Materiale



Information

Produkter



Service

Sekvens



Parallel

Ansatte



Entrepreneurs

Hierarki



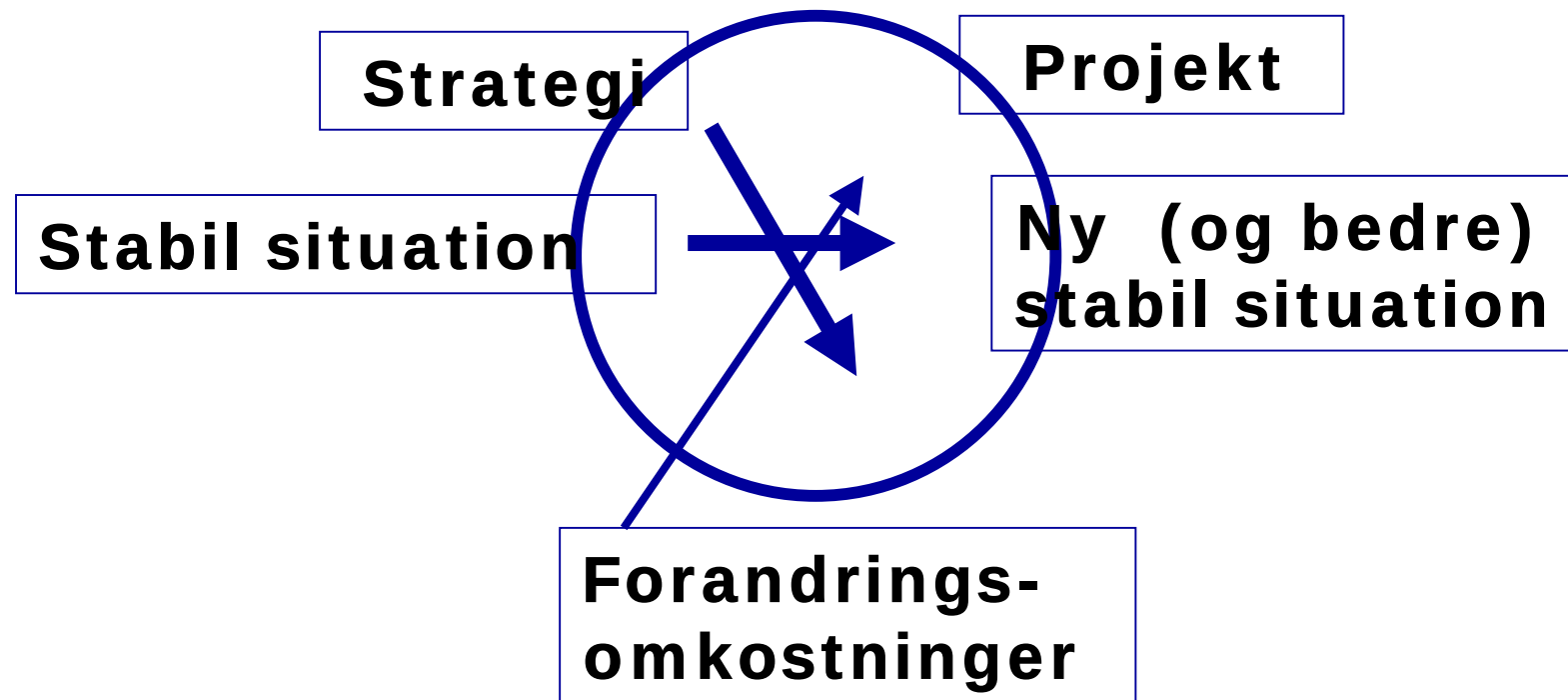
Netværk

Lokalt

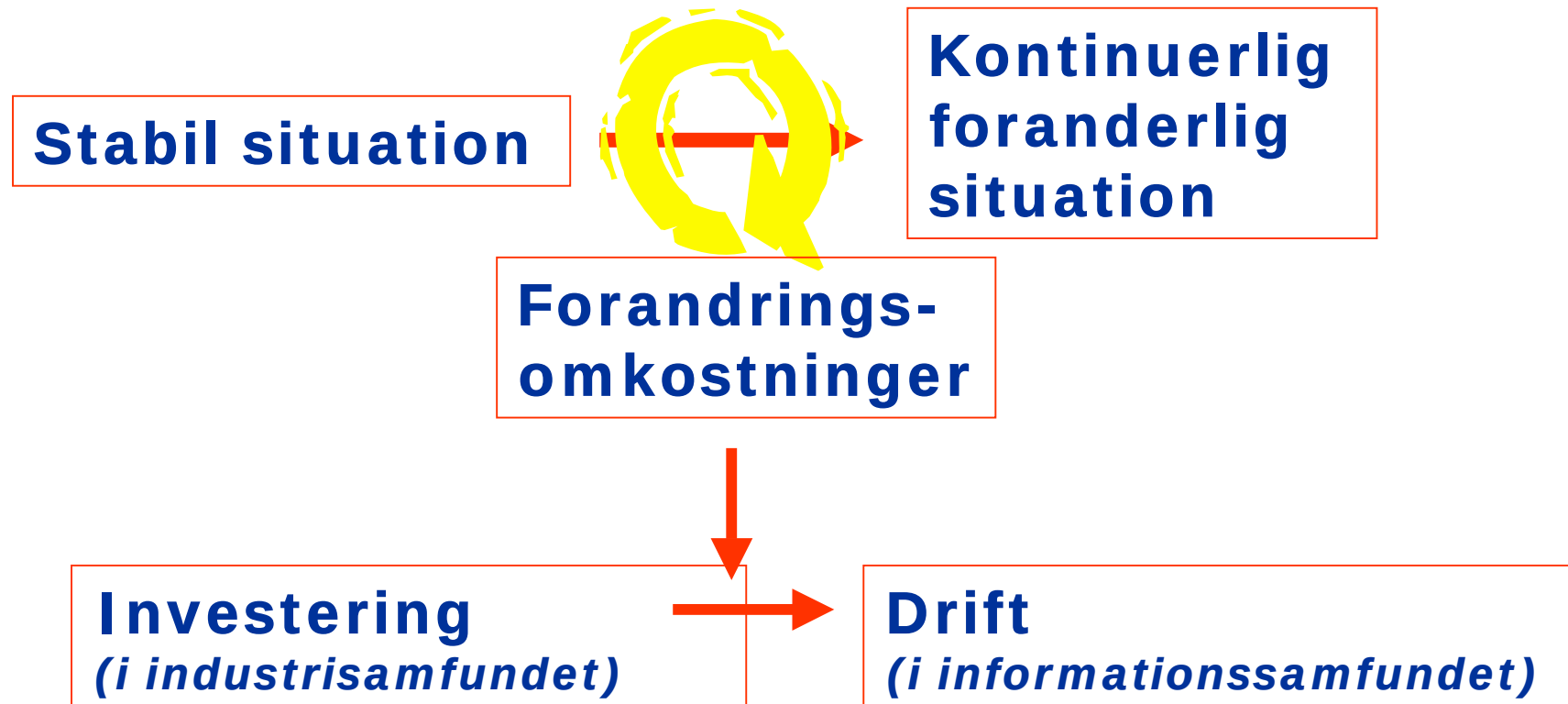


Globalt

Forandring i industrisamfundet



Forandring i informationssamfundet



Informationssamfundet

Kontinuerlig
forandring

Investering   Driften og bliver en **rutine**

Forandring indgår i

Indenfor sundhedsvæsenet:

Evidensbaseret medicin

Kvalitetssikring

Klinisk registrering

Sygehus akkreditering

**Som basis og metoder til faglig forandring
(over driften)**

Indenfor læring:

Livslang læring

Projektorganisering som rutine

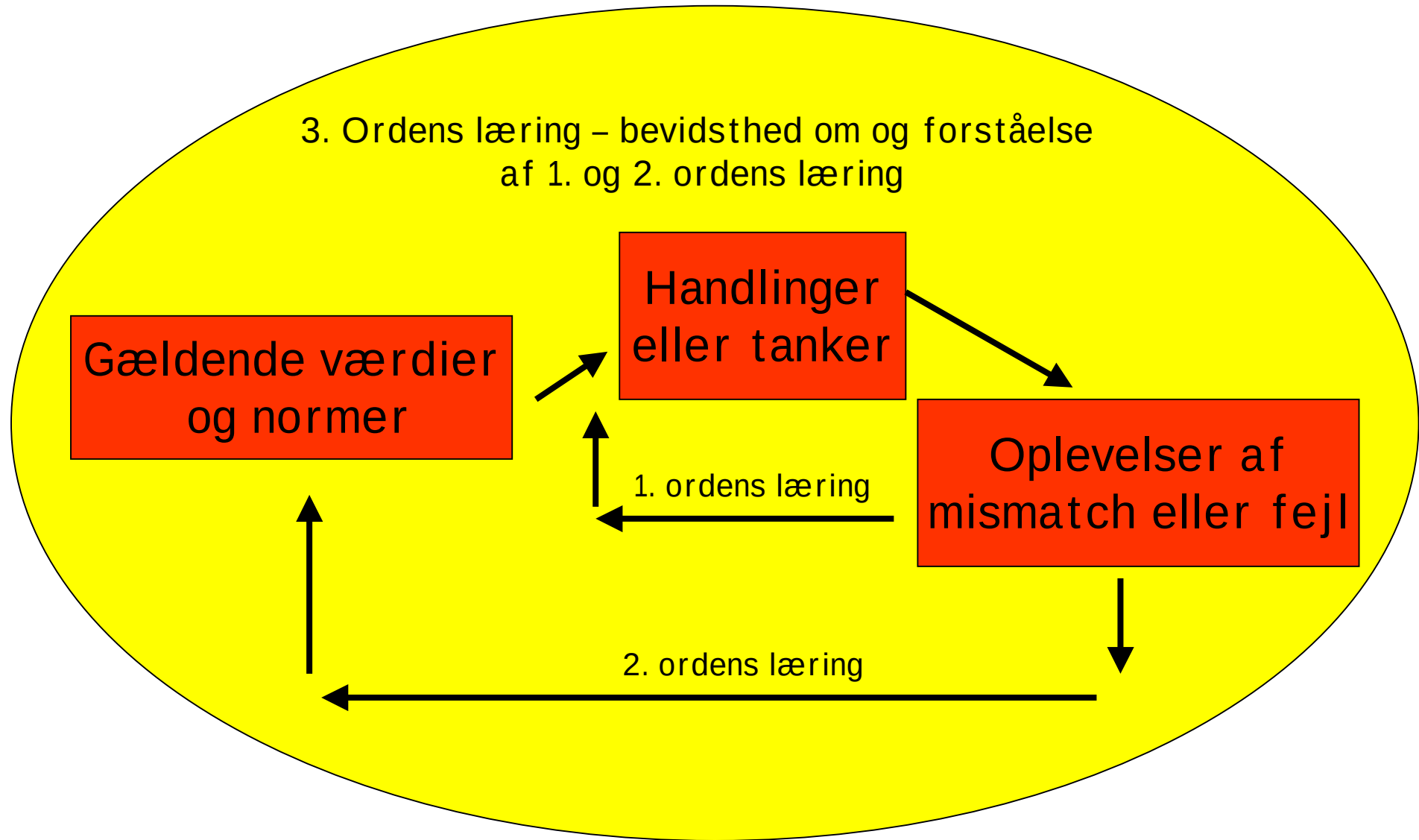
Ny kontekst

Meritering

Den lærende organisation

- Organisational Inquiry
- Theory-in-use $\Leftrightarrow$ espoused theory
- System Thinking
- Shared Visions
- Single- and Double-loop learning

Trefoldig læringstypologi



Organisational principle	School	Restau- rant	Hospita l	Car factory
1.The aim of the best management -is a high wage-low labour cost operation to be maintained even under the most trying conditions.				
2. Principle of Incentive. Employees become happier and thrive when they are induced to work at their maximum speed by a suitable monetary incentive.				
3. Principle of Human Differences. Differences between men are so great that a first-class man can do 2-4 times more than the average man.				
4. Economy of Labour. - use the lowest skilled labour adequate to do the job.				
5. Identity of Interest. A good system of management satisfies both employer and employed. It is apparent that their best interests are mutual and a thorough, hearty co-operation is possible. They can pull together instead of apart.				