RESOURCE MANAGEMENT INITIATIVE AND QUALITY — GETTING THE CLIMATE RIGHT

[Carswell L, MacAlister D. Resource management initiative and quality-getting the climate right. *Health Services Management Journal* 1993; 6 : 12-22.]

Summary

Resource Management Initiative (RMI) : It is the name given to UK's National Health Service's project for developing improved arrangements for managing resources in health authorities [1]. Services providers are to be actively involved in management of resources.

Aim : Improvement in the quality of patient care by inducing a change in organisational climate and in behaviour of service providers.

Method : Behaviour can be altered or reinforced by the use of 6 key organisational levers. These are :

- (i) **Goal Emphasis:** It is the emphasis on goals placed by management in an organisation and the extent to which management makes known the types of outcomes and standards that employees are expected to accomplish.
- (ii) **Means Emphasis.** It relates to whether or not employees know the methods and procedures the management expects them to use in the execution of their jobs.
- (iii) **Reward Orientation.** This includes rational incentives and disincentives. The former to encourage appropriate, and the latter to discourage inappropriate, action in relation to quality.
- (iv) **Task Support.** This is the extent to which employees perceive that they are being supplied with the

necessary resources to perform their jobs.

- (v) **Socioemotional support.** This relates to the extent to which employees perceive that their welfare is protected.
- (vi) **Leadership** This involves enhancing people's motivation and involvement in the leader's cause and to encourage them to surpass self interest for the sake of collectivity.

Comments

The article highlights what management can do to improve the quality of care to patients, through the operation of 6 key organisational levers of RMI. However no controlled study has been done by the authors to establish whether RMI does in fact improve quality or not. The article nevertheless is a good beginning, in that it suggests mutually supportive relationship between resource management levers, organisational climate, behaviour and output (quality). RMI is worth evaluating in a controlled study.

REFERENCE

1. NHS Management Board. Resource Management. NHS Management Board Bulletin 1988; 8

Contributed by
Major BK Lakhtakia, Lt Col RK Garg
Department of Hospital Administration
AFMC, Pune 411040.