The manager role in medical management
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During the last 30 years management of healthcare organisations has undergone major changes. In many Western countries, the manager position has formally been strengthened within the scope this development, causing strain on the manager-physician relationship. As new forms of 'hybrid' manager roles in healthcare blur the boundaries between professionalism and managerialism further challenges are added. The aim of this study was to explore how managers...
in healthcare construct the role of manager in relation to the medical profession in their organisations.

Methods
Eighteen of Sweden’s 20 absolute top managers in healthcare, the county council chief executive officers, and a purposive sample of 20 clinical department managers were interviewed about their views on management of physicians (qualitative interviews). Half of the participating managers were physicians and half had other original professions. A discourse analysis approach was used to analyse data.

Results
Results showed that few managers constructed the manager role within a management-based discourse. Instead, a profession-based discourse clearly dominated, where the attributes ‘physician’ or ‘non-physician’ were frequently used to categorise self and other managers in their manager roles. The managers did not use ‘we’ as a marker for belonging to a shared manager discourse community, instead profession, i.e. being a physician or not, seemed to be the default identity that the managers used to construct the manager role in relation to the medical profession.

Conclusions
This paper is included in the Workshop because it approaches the medicine-management connections on the workplace level from the perspective of the manager role.

Key messages
- Managers’ own role-taking reinforce medical professionalism regardless of the managers original profession.
- A profession-based discourse clearly dominates managerial role-taking.