Part II: Nursing Administration:

- Definition of Administration in Nursing:
- Elements of Administration:
  - Planning
  - Organizing
    - Staffing
    - Staff development definition and activities
  - Directing and Supervising
  - Time Management
  - Coordinating
  - Reporting and Recording
  - Budgeting
  - Evaluating

Learning Objectives
At the end of this chapter, the student should be able to:

1. Define Concepts.
2. Discuss the elements of administration
3. Discuss the staffing process, factors that affect staffing in a health Agency.
4. Calculate the staffing need in a nursing unit.
5. Analyse the importance component of job description.
5. Describe the concept and importance of Time Management.

6. Describe the importance of delegation and its impact on management.

7. Discuss the different types of budget.

8. Describe the types of staff development.

8. Discuss staff evaluation in regard with definition, objectives, factors affecting on evaluation

**Nursing Administration**

Nursing Administration is defined as the act of managing nursing duties, responsibilities, or rules.

An example of administration is the act of the manager in the hospital managing the nursing staff and employing the rules of the health system.

The definition of administration refers to the group of individuals who are in charge of creating and enforcing rules and regulations, or those in leadership positions who complete important tasks.

An example of administration is the Nursing Officer of X hospital and the personnel he appoints to support him.

**Elements of Administration**

1: Planning

Planning involves:
• Choosing tasks that must be performed to attain organizational goals.
• Outlining how the tasks must be performed, and
• Indicating when they should be performed.

Planning activity focuses on attaining goals. Managers outline exactly what organizations should do to be successful. Planning is concerned with the success of the organization in the short term as well as in the long term.

II: Organizing

• Organizing can be thought of as assigning the tasks developed in the planning stages, to various individuals or groups within the organization.
• Organizing is to create a mechanism to put plans into action.
• People within the organization are given work assignments that contribute to the company’s goals.
• Tasks are organized so that the output of each individual contributes to the success of departments, which, in turn, contributes to the success of divisions, which ultimately contributes to the success of the organization.

III: Staffing

Staffing process

Staffing process is an orderly, systematic process, based upon sound rationale, applied to determine the number and kind of nursing personnel required to provide nursing care of predetermined standard to a group of
patients in a particular setting.

**Objective**

Objective of staffing is to provide qualified nursing personnel in sufficient number to ensure adequate, safe nursing care for all patients 24 hours a day, 7 days a week, and 52 weeks a year.

**Factors that affect staffing**

1. Philosophy and objectives of the organization.

2. The type of patients, acuity levels, fluctuation in admission, length of stay, type of care, standards of nursing care, personnel policies (employee's category, holidays, weekends, sick leaves, overtime, etc.).

3. Educational and experiential levels of staff, and job descriptions.

4. Number of beds, supplies and equipment.

5. Organizational structure, support services and personnel, nurse-patient ratio required (Le 1:1 in critical care), and the budget.

**Staffing process**

Staffing is a logical operation that consists of several independent actions:

1. Identifying the type and amount of nursing care needed by the patient.

2. Determining personnel categories that have the knowledge and
skills to perform needed care measures.
3. Predicting the number of personnel in each job category that will be needed to meet anticipated care demands.
4. Obtaining budgeted positions for the number in each job category needed to care for the expected types and number of patients.
5. Recruiting personnel to fill available positions.
6. Selecting and appointing personnel from available applicants.

Patient Care Need
In predicting nursing work load a manager must calculate not only the total number of patients to be cared for but also the proportion in each category (self-care, minimal care, full care, intensive care), because care needs vary from category to another. Types of Care include:

a. Direct care
- Is care given by nursing personnel while working in the patient presence and related to the patient physical and psychological needs.

Direct care involves: feeding, hygiene, treatment, mobility, and medication, and the more dependent the patient is on the nurse to carry out related activity, the more hours of nursing care is needed for that patient.

b. Indirect care
• Are those activities undertaken on the patient behalf but removed from his presence. Indirect care includes:
• assembling supplies and equipment, consulting with other
healthcare team members, writing, and reading patient records, reporting, constructing discharge plans, preparation and cleaning up required before and after procedures, breaks etc.

**Time standard**

Is to assign a value unit (usually a measure of time) to various activities of patient care. Those activities are usually clustered according to the above mentioned categories, such as feeding, hygiene, etc. ...

When figuring time standards for nursing care, one should consider both direct and indirect care, and once the number and kind of care activities required for each patient are identified and the length of time it takes to do the activities calculated.

**Calculating the required staffing needs**

Identify the nursing care hours required to care for a patient for a day or for a shift. If patient categories considered, then estimate the care hours required for each patient in each category (direct + indirect care hours). Nursing care hours identified by: deciding the nursing activities needed to care for each patient depending on the level of care required, identifying the frequency of those activities and the average time required to perform each activity, multiplying the average time by the related frequency, and total up to get an estimate of nursing care hours needed for a patient. After estimating the nursing care hours required, you could apply the following simple equation to estimate the number of nurses needed:

\[
\text{Nursing care hours required} \times \text{Average patient census} \times 365 \\
(365 - \text{expected days off for}) \times \text{Number of work hours of one}
\]
The result of this equation is the number of nurses needed for the fiscal year.

Manager can use the same equation to calculate the number needed for each shift or for the whole day, for one year, for each category of patients, or to decide the mix from each category of nursing, just by calculating the related required care hours. Example if you want only to identify the number needed for one shift; identify care hours needed for that shift for a patient, multiply by the average census, and divide by work hours for one nurse.

**Job description**

A job description is a list that a person might use for general tasks, or functions, and responsibilities of a position. It may often include to whom the position reports, specifications such as the qualifications or skills needed by the person in the job.

**Information included in the job description**

Information included in the job description may vary from one organization to another but would include the following: job title, department, job grade, the date of the job description, beside duties and responsibilities.

**Purposes**

Job descriptions are used for: job analyses and classification, recruitment, staff development, evaluation, and delegation of responsibilities.

**Guidelines for writing job description**
1. Allocate a title that distinctively implies the nature of the job

2. Introduce the description with a summary of the essential features of the particular job.

3. Organize the list of requirements and duties in a logical sequence, concentrating on the major work activities, and the proportion of time involved.

4. Write in a clear, concise manner, avoiding ambiguity and too much detail.

5. Use standard formats for all job descriptions.

6. Review periodically.

Staff development definition and activities

- Staff development refers to the processes, programs and activities through which every organization develops, enhances and improves the skills, competencies and overall performance of its employees and workers.

Objectives of Staff Development

1. Increase employee productivity.

2. Ensure safe and effective patient care by nurses.
3. Ensure satisfactory job performance by personnel.
4. Orient the personnel to care objectives, job duties, personnel policies.
5. Help employees cope with new practice role.
6. Help nurses to close the gap between present abilities and the scientific basis for nursing practice that is broadening through research.

**Types of Staff Development**

1. **Induction Training**: is the training provided to new employees by the employer in order to assist in adjustment to their new job and become familiar with their new work environment and the people working around them.

2. **Job Orientation**: The process of creating awareness with an individual of his/her roles, responsibilities and relationships in the new work situation.

3. **In service education**: is a planned educational experience provided in the job setting and closely identified with services in order to help person perform more effectively as a person and as a worker.

4. **Continuing education**: Continuing education is all the learning activities that occur after an individual has completed his basic education.

**Activities of Staff Development**

1. Create a positive organizational climate.
2. Provide opens channels of communication.
3. Work to convey important organizational and individual values.
4. Assist staff with feeling more comfortable, knowledgeable, and confident in their ability to complete their tasks.

5. Provide staff with easy access to knowledgeable colleagues through meeting, workshops, social activities, etc.

IV: Time Management

Time is a constant that cannot be altered. The clock cannot be slowed down or speeded up. Thus, time management is a misnomer. No one manages time itself. What is managed is how time is use.

Definition

Time management is the optimum use of the available time.

Importance

1. To know how to use time wisely.
2. To get more work done in less time.
3. To conserve time and energy.

Principles of time management

The nurse manager may start a plan for maximizing the use of managerial time by the application of the following principles.
1. **Selection of staff**
   - Selection of well-qualified staff is critical for time saving because they require less supervisory time for development and corrective action.
   - Also, staff who are adequately informed do not waste time wondering what to do.
   - The availability of organizational charts and job descriptions save time to find out who is responsible to whom and for what, lines of authority, etc.

2. **Goal Setting**

   Goals provide direction and vision for actions and a timeline in which activities will be accomplished. Five major questions about goals must be answered if the nurse manager is to manage time effectively.

   - What specific unit objectives are to be achieved?
   - What specific activities are necessary to achieve these objectives?
   - How much time is required for each activity?
   - Which activities can be planned and scheduled for concurrent action and which must be planned and scheduled sequentially?
   - Which activities can be delegated to staff?

3. **Setting priorities**

   Priorities should be established for activities to be performed by the nurse manager.
The table below shows five types of activities with examples.

### Importance – Urgency Chart

<table>
<thead>
<tr>
<th>Category of Time Use</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Important and urgent.</td>
<td>Replacing two call offs and ensuring sufficient staffing for the upcoming shift.</td>
</tr>
<tr>
<td>2. Important not urgent.</td>
<td>Drafting and educational program for nurses on changes in Medical Sciences and Technology.</td>
</tr>
<tr>
<td>3. Urgent, not Important</td>
<td>Completing and submitting the &quot;Beds available&quot; list for a disaster drill</td>
</tr>
<tr>
<td>4 Busy Work</td>
<td>compiling new charts for future patient admission.</td>
</tr>
<tr>
<td>5. Wasted time</td>
<td>Sitting by the phone waiting for return calls.</td>
</tr>
</tbody>
</table>

3. **Daily planning and scheduling**

A "to-do" list should be prepared each day, either after work hours the previous day or early before work on the same day.

Flexibility must be a major consideration in this plan: the nurse manager should leave some time uncommitted to deal with the unexpected emergencies that are sure to happen.

5. **Plan Strategies**

Once the nurse manager has determined and worked the goals, she
plans strategies for how to accomplish them. He decides what activities must be done, what are low priority activities that can be eliminated and schedules activities.

6. Delegation

- Delegation is the process by which responsibility, authority and accountability for performing tasks (functions, activities or decisions) are assigned to individuals.
- Delegation involves assigning tasks, determining expected results, and granting authority to the individual to accomplish these tasks. It means conveying rights and obligations to a subordinate.

Concepts related to delegation include:

a. Responsibility means that the subordinate has an obligation to carry out the activities needed to accomplish the assigned task.

b. Accountability is being held answerable for the results.

c. Authority is the power to make final decision and to command.

7. Personal organization and self-discipline

The nurse manager is involved in many activities, situations and events in relation or time available. The nurse manager must be personally well organized and possess self-discipline in order to be effective i.e. to focus in one task at a time, making sure to start with a high priority task.
a. Improve reading and memory

Learning speed reading and reading for meaning can help overcome reading problems and inability to concentrate.

Listening and memory techniques also save time. When listening for understanding, the nurse manager should be attentive, delaying judgment, maintaining eye contact, and using attentive body language. Distractions affect concentration and should be reduced.

b. Transition time

Much time is spent in transition or waiting i.e. for meetings to start, or to talk to someone, etc. Using this time effectively by bringing materials to read or work.

c. Use telephone calls

A call back system can be used. A long cord or cordless phone allows one to move around and work.

d. Schedule office visits

The Secretary can schedule appointment for the appropriate time and inform the nurse manager of the purpose of the meeting so that
she/he can be adequately prepared. Closing office door is helpful to complete talk without interruption.

e. **Say No**

Most people find it difficult to say "no" to a responsible request from a co-worker. However, learning how to say "no" firmly and tactfully and with a pleasant facial expression saves time. Under the following conditions, a nurse manager should refuse to undertake responsibilities that are not her/his required job duties:

1. When the activity will not serve the manager's own professional goals.
2. When the activity requires time and abilities that the manager does not have.
3. When the activity holds no interest for the manager.
4. When undertaking the activity will prevent the manager's involvement in more attractive or more rewarding activity.

f. **Use meetings effectively**

Meetings should start on time. Stating the purpose of the meeting and
following the agenda are the nurse manager's responsibilities. She/he should start with high priority items, control interruptions, restate conclusions, make assignments and deadlines clear and end the meeting on time.

**g. Schedule Paperwork**

Nurse Managers spend considerable time writing and reading and they are required to cope with increasing unit paperwork. Some of the measures can be followed by the nurse manager include the following:

1. Plan and schedule time for paperwork i.e. time for recording, time to answer mails.
2. Sort paperwork for effective processing i.e. system of filing.
3. Share paperwork responsibilities with staff i.e. teaching staff members.

**Respecting time**

Finally, the key to using time management is to respect one's own time as well as that of others. i.e. using the above measures regarding time management communicate to those who interact with the nurse manager that respect for time is demanded.
V: Coordinating

- **Coordination:** is the act of organizing, making different people or things work together for a goal or effect to fulfill desired goals in an organization.

- **Coordination:** is a managerial function in which different activities of the business are properly adjusted and interlinked.

**Role of Nurse Coordinator**

1. Purchasing and distributing supplies.
2. Directing the work of administrative and nursing staff.
3. Ensuring that equipment and machinery are maintained and repaired as necessary.
4. Maintaining the security and safety of the facilities.
5. Planning budgets.
6. Making sure the organization adheres to government regulations.

VI: Reporting and Recording
Record: A record is a permanent written communication that documents information relevant to a client’s health care management, e.g. a client chart is a continuing account of client’s health care status and need.

Reports: are oral or written exchanges of information shared between caregiver or caregivers in number of ways.

Purposes of Record

1. Supply data that are essential for programme planning and evaluation.
2. Provide the practitioner with data required for the application of professional services for the improvement of health.
3. Records are tools of communication between health workers, the family, and other development personnel.
4. Effective health records shows the health problem and other factors that affect health.
5. A record indicates plans for future.
6. Provides baseline data to estimate the long-term changes related to services.
7. Show the kind and amount of services rendered over a specified period.
8. Illustrate progress in reaching goals.
Importance of Records in Hospital.

A: For the individual and family:

1. Serve the history of the client.
2. Assist in continuity of care.
3. Evidence to support if legal issues arise.
4. Assess health needs, research and teaching

B: For the Doctor:

1. Serve the guide for diagnosis, treatment, follow-up and evaluation. Indicate progress and continuity of care.
2. Self-evaluation of medical practice.
3. Protect doctor in legal issues.
4. Used for teaching and research R S MEHTA, MSND 7

C: For the nurses:

1. Document nursing service rendered.
2. Shows progress- Planning and evaluation of service for future improvement.
3. Guide for professional growth- Judge the quality and quantity of work done-
4. Communication tool between nurse and other staff involved in the care-
5. Indicate plan for future e recording system.

Principles of Record Writing
1. Nurses should develop their own method of expression and form in record writing.

2. Records should be written clearly & appropriately.

3. Records should contain facts based on observation, conversation and action.

4. Select relevant facts and the recording should be neat, complete and uniform.

5. Records should be written immediately after an interview.

6. Records are confidential documents.

**Characteristics of good Record**

1. Records Should be Permanent, Secure, Traceable.
2. Sign and date every.
3. Keep books bound record, Number pages.
4. Use permanent ink.
5. Control storage
7. Limit access.
8. Protect from environmental hazards.

**Nursing Report**

- Reports are information about a patient either written or oral.
- A report is a summary of activities or observations seen, performed or heard.
Purposes of Writing Reports

1. To show the kind and quantity of service rendered over to a specific period.
2. To show the progress in reaching goals.
3. As an aid in studying health conditions.
4. As an aid in planning.
5. To interpret the services to the public and to other interested agencies.

Types of Reports

1. Change of shift report.
2. Telephone reports.
3. Telephone orders.
4. Transfer reports.
5. Incident reports.
6. Legal reports.

Criteria of Good Report

1. It can be made promptly Clear, concise and complete.
2. All pertinent, identifying data should include.
3. Mention all people concerned.
4. Situation and signature of person making report.
5. Easily understood.
6. Should emphasized on Important points.

VII: Budget

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Management and leadership in nursing
• **Budgeting:** is the allocation of scarce resources on the bases of forecasted needs for proposed activities over a specified period of time. It is a numerical expression of an agency's expected outcome and planned expenditures.

• **Budget** is a tool for planning, monitoring and controlling cost. It is a plan that uses numerical data to predict or forecast the activities of an organization over a period of time.

**Types of budget**

1. **personnel budget:** it is the largest budget expenditure because, health care is labour intensive. It includes, actual worked time (productive time/ salary expense) and the time the organization pays the employee when not working.

2. **Operating budget:** it includes, daily expenses such as, electricity, water, repairs, maintenance, medical and surgical supplies.

3. **Capital budget:** this involved purchase of buildings, major equipment which has long life (5-10) years and is not used in daily operations.

E.g. C-T Scanner, ventilators, dialysis machines, etc.

**Budgeting, cost accounting, and cost reduction**

• **Cost accounting:** is a support service that provides managers with information of budget planning and evaluation.

• **Cost reduction:** is an adjustment function used to converse
scarce resources and ensuring agency survival.

- **Cost-benefit analyses:** is a procedure by which all costs resulting from installing and operating a system are determined and converted to a money amount, all resulting benefits of the system is determined and converted to a money amount, and the ratio is calculated to reflect the relationship of costs to benefit.

- **Cost effectiveness:** is the desired effect of careful fiscal planning.

Cost effective does not mean cheap. It means getting the most for the money or that the product is worth the price.

**VIII: Evaluating**

Staff Evaluation is a continuous process and it starts with the first contact with the time the person is employed and ends with his retirement.

**Definition**

A periodic formal evaluation of how well personnel have performed their duties during a specific period, it is a systematic, interpersonal, continuous process between manager, and employee involving job guidelines and objectives and job description.

**Objectives**
1. To determine Job competence
2. To select qualified individuals for promotion or transfer.
3. To establish and improve:
   a. Communication between supervisors & subordinates.
   b. Staff performance.
4. To determine:
   a. Training and developmental needs of staff.
   b. Salary standards and to award merit.
5. To provide the staff with recognition for accomplishment.
6. To discover the aspirations and talents of the staff.
7. To check the efficiency of staff development programs.
8. To identify unsatisfactory staff for demotion or termination.
9. To aid the manager in coaching and counselling.

**Principles of Evaluation**

1. The employee's evaluation should be based on behaviourally stated performance standards, which should be reflected in the job description and related performance standards, and the employees should be aware of them as their desirable performance goals.
2. An adequate representative sample of the nurse's job should be observed to provide a basis for evaluation.
3. The nurse should be given a copy of job description, performance standards, and performance evaluation form, to understand how she was
4. when documenting the evaluation, the manager should indicate the satisfactory and the unsatisfactory areas of performance.
5. areas of performance that needs improvement should be stated according to priority.
6. the evaluation interview should be scheduled in a proper time and environment.
7. the goal of evaluation should be to improve performance and satisfaction, rather than to punish.

**Qualities to be evaluated**

once various individuals will make evaluation, it is necessary to define carefully each quality to be evaluated. The qualities most frequently evaluated fall under five major headings:

**Quality of Performance:**- i.e. the evaluation of both the quantity and quality of work, neatness, orderliness, reliability; accuracy, knowledge of work, execution, etc.

**Mental Qualities:**- i.e. the ability to learn, adaptability, reasoning power, judgment, memory, etc…

**Supervisory Qualities:**- i.e. leadership and organizational ability, communication skills, cooperation, etc…
**Personal Qualities:**- i.e. honesty, self-control, self-confidence, initiative, attitudes towards others, teamwork, appearance, etc…

**Capacity For Further Development:**- i.e. intelligence, acceptance of responsibility and other features inherent in leadership.

**Problems in performance appraisal**

**Halo effect,** is the tendency to overrate a person because of his pleasant personality, strong social skills, he performed well in the past, recent good performance not the whole year, or shares the interests of the manager.

**The horns effect,** is the tendency to rate employee lower than what he deserves because: she/ he committed a serious error recently, disagrees with the manager, fails to meet manager's standards for dress and behaviour, or poor performing peers.

**The central tendency error,** is the tendency to rate the employee in the middle of the range for each job dimension.

**Self-aggrandizing effect,** when the manager deliberately craft ratings to create an image of their own leadership style.

**Staff Evaluation Tools and Techniques**

Tools and techniques are used to compare output (staff performance) to goals. (Job description and individual goals).

**Characteristics of Evaluation Tool**

All evaluation tool, to be effective, should be designed to reduce
bias, increase objectivity and ensure validity and reliability.

1. **Objectivity:** is the ability to remove oneself emotionally from a situation so as to consider the facts without distortion by personal feelings.

2. **Validity:** is the degree to which a tool measures what it intends to measure.

3. **Reliability:** Concerns consistency of results, that is, whether several raters using the same tool to rate an employee produce the same or ratings or results. This is called **Inter-rater reliability**.

Another reliability measure, **Intra-rater reliability**, is whether the same rater rates an employee with the same or similar results on two or more different occasions, assuming that the employee's performance has not changed. Reliability is important because a tool must be reliable before it can be valid.

**The most commonly used evaluation tools are**

1. **Rating Scale**
   The most commonly used tool in nursing service. It consists of set of behaviours or characteristics to be rated and some types of scales for indicating the degree to which each is present. The scale may take several forms, numerical, graphic or descriptive.
2. Forced Choice Rating
This technique requires the rater to select from groups of statements that best fit and least fit the individuals being rated. The statements are in behavioural terms and are weighed and scored.

3. Check-list
It is composed of a series of descriptive statements in behavioural terms about the standard of nursing performance of the job expected of the individual nurse. The rater places a mark in the "Yes" or "No" column in accordance with the individual's behaviour. This tool is easier and tends to reduce bias but it needs time and effort to develop a valid checklist tool.

The checklist is an efficient tool of assessing technical procedures and in handling large number of staff.

4. Peer Review
In this method, the individual staff is evaluated at the same time by the immediate supervisor plus three or four other supervisors who have knowledge of that individual's work performance. The virtue of this method is its thoroughness. It is possible for multiple raters to modify or cancel out bias displayed by the immediate supervisor.

The Essay
The rater writes one or more paragraphs about how well the employee performs and his or her strengths and weaknesses in relation to the tasks identified in the job description. This method needs time and effort. On other hand, it can give data about an employee's developmental needs.
Evaluation Report

- The evaluation report is to be written jointly by the nurse manager and staff nurse.
- It should be reliable, valid, and accurate, showing progress made by the staff nurse and giving illustrations to substantiate value judgments.
- Any improvements are to be noted, and the staff nurse should know exactly where she/he stands.
- It may be necessary to tell her/him that she/he has to make certain improvements within a definite time period.