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# PRACTICAL 6 IDENTIFICATION OF WORK CONTROL METHOD

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## 6.0 OBJECTIVES

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After going through this practical, you should be able to:

- explain the concept and definition of control;
- discuss the areas of controlling process in nursing practice;
- enumerate the problem solving **skills** and decision making ability for nursing control;
- describe the procedure of nursing audit;
- identify and discuss the role and responsibility of nurse administrator in budgetary control and material control; and
- list the techniques and tools used for control measures.

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## 6.1 INTRODUCTION

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Nurse administrators should be academically prepared in planning, organizing and controlling the nursing component in health care system. She should have the knowledge of basic principles and functions of **administration** and an understanding of the purpose of the organization and its standards for direction.

**Controlling is a process by which management determines whether its decision are correct or need to be modified as the planning does not always bring the desired results, people don't always accept delegation nor can administration always motivate them to work towards objectives. Hence it becomes essential to determine the achievement of objectives, which is done by controlling.**

In earlier chapter you have learnt the elements of administration, **e.g., Planning, organizing, staffing, coordinating, controlling, budgeting etc.** For effective management these elements are required to be controlled.

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## 6.2 CONCEPT AND DEFINITION OF CONTROLLING

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Controlling is one of the most misunderstood management function, control is a word that evokes negative reaction and connotes restrain.

Administrator must create a positive climate so that control process is accepted as part of routine activities.

### Definition

Controlling is the process of ensuring that the organization is attaining its objectives. Prof. Anthony defines control system as:

"The process by which manager assures that resources are obtained and used effectively and efficiently in the accomplishment of the organizational objectives

**Operational Control:** The process of assuring that specific tasks are carried out effectively and efficiently".

Control means that all people working in the institution, whatever the department, should do what is expected of them by the administration. In an organization where scarce resources are used, the task must be performed at a low cost as possible, for example nursing activities must be carried out within the resources available.

Controlling is the management function in which performance is measured and corrective action is taken to ensure the accomplishment of organizational goals.

**Controlling:** Can be defined as the regulation of activities in accordance with the requirement of plans. Controlling is directly linked to planning function.

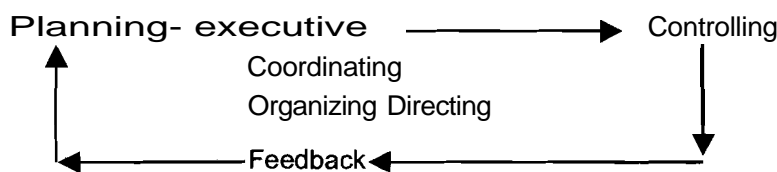


Fig. 6.1

### 6.2.1 Factors of Controlling

Two basic factors are the prerequisites for any control system:

- a) **Controls are based on plans:** Control is based on clear, complete and integrated plans. Managers will not be able to determine whether an institution is accomplishing what is expected of them. Complete systematic and integrated planning of nursing activities will help to ensure quality care.
- b) **Organizational structure is required for control:** The organizational structure must be clear, concise, complete, and more integrated to make control action more effective.

**Purposes:** Controlling is to ensure that actual performance corresponds to that which is called for various plans, and involves establishing of standards, measuring actual performance of subordinates and taking corrective action when performance deviates significantly from standards to ensure the accomplishment of organizational goals.

### 6.2.2 Types of Control

- a) **Preaction Control:** It focuses on the problems of preventing deviation in the quality and quantity of resources used in the institution. Human resources must meet the job requirements as defined by the organizational structure. The nursing staff must have the capability, physical and intellectual, to perform the assigned task. **Material/equipment** should meet acceptable levels of quality and quantity and be available at the proper time and place.
- b) **Concurrent control:** It monitors actual and going operations to assure that objectives are pursued, the principle with which concurrent control is implemented, are the directing and supervisory activities of the administrator. Through personal, on the spot **observation**, the administrative nurse determines whether the work of her workers is proceeding in the defined manner by policies and procedures. The delegation of authority provides the nurse administrator with the power to use financial and non financial **incentives** to affect concurrent control.

- c) Feedback control focuses on end results: Feedback control focuses on corrective action.
- Methods of feed back **control**: 1) Quality control  
 2) Financial statement analysis  
 3) Standard cost analysis
- 1) Quality control: Nurse administrators specify the nursing practice characteristics that are considered critical for patient care.
  - 2) Financial statement analysis: Administrator receives a set of financial statement which includes balance sheet, income statement etc. These statements summarize and clarify the effects of transactions in terms of assets, liabilities, equity, revenues and expenses.
  - 3) Standard cost analysis: Provides information that enables the administrator to compare actual cost with predetermined (standard) cost, so that corrective action can be taken.

Nursing activities can be measured by hours of nursing care provided and salary schedule and its outcome in terms of improvement in patient condition.

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### 6.3 CONTROL PROCESS

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The control process irrespective of the department or activity involves:

- a) Establishing standards
- b) Measuring the performance by comparing actual results with standard.
- c) Correction for deviation by taking appropriation action.

Establishing standards: The standards are the criteria of performance, which measure the outcomes (end results)

These can be classified as: Input (structure)  
 Activity (process)  
 Output control (out comes)

Nurse **administrator** must see that proper standards are set to determine quality patient care. Nursing personnel must know their function roles and tasks to be performed to achieve the desired goals. These functions must be defined in terms of quality, quantity and resources availability etc.

Primary objective of a hospital is quality patient care. Assurance activity is an example of process control. Quality care can be monitored through parameters, **e.g.**, length of stay, bed occupancy, number of outpatient visits etc.

Measurement of performance: Measurement of performance is done by comparing actual results against the set standards. Quality nursing care, which is affected by other factors, and is difficult to measure the outcome of nursing care, yet all nursing **functions** must be based on measuring tools of the performance of the nursing staff and can be measured with the scope of its improvement. The nurse administrator is responsible for overall evaluation of nursing activities. Each administrator has to analyse the situation based on factual **information** which may be gathered at the end of performance. Nurse administrator must assess the adequacy of resources, appropriate technology and accurate direction for desired action. The comparison of action with desired standard can be done by direct observation and analyses of records and reports, anecdotal records, nursing conference, meeting, nursing rounds, checklist etc.

Correction for deviation: Controlling would be useless if it does not include the financial step of taking remedial measures for correction of deviation. Control information should lead to investigating difficulties, promptly deciding how to overcome these difficulties, for example, if surgical nursing unit sets the standards that no post operative patient should develop wound infection, and it was found that in spite of aseptic technique and good nursing care the patient were developing **wound** infection; nurse **administrator** was asked for corrective actions and measures. Other factors were also evaluated, **e.g.**, physical environment, operation theater Fumigation, patients general health etc. It was noticed unsatisfactory hygienic conditions of ward were causing infection. Therefore, correction for deviation by fumigating the ward was suggested.

In case the standards are not met due to poor nursing care, Nursing administrator must arrange for continuing education or in-service education programme to update the knowledge and maintain standards.

Corrective measures can be done in terms of:

- Nursing personnel: orientation, in services education and continuing education.
- Materials: equipment and supplies, inventory keeping – quality and quantity
- Money: financial resources to be adequate for good nursing care.

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## 6.4 AREAS OF CONTROL

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Controlling is a **fundamental** aspect of administration; planning organising and motivating can't be separated from controlling. They are the integral part of organization's over all control system.

Preliminary control: It is creating policies, procedures and rules to support the plans for effective functioning to achieve desired goals. Preliminary control is used for mainly three areas:

- i) Nursing manpower control
- ii) Budgeting control
- iii) Material control

### 6.4.1 Nursing Control

Preliminary control of nursing manpower is done by **carefully** identifying skills needed to perform the safe nursing tasks and selecting best qualified nurses. Establishing minimum qualification and experience to ensure the performance for desired results by providing quality nursing care.

To attract and retain competent professional nurses so that nursing services may be effectively and economically achieved and improved constantly.

Development of nursing personnel to their fullest potentialities and assist individuals to grow to have complete opportunity to realize their roles and responsibilities.

Facilitate the working in the group towards defined predetermined goal.

Control **techniques**: Formulation of philosophy and objectives of nursing practice:

These are the written statements of **fundamental** beliefs, values, ideas and principles of nursing services, education and administration. The purpose and objectives of nursing service is derived from philosophy of nursing which serves as a guide to evaluate the effectiveness of the nursing care given to a person (healthy or sick) family or community. The philosophy of nursing administration will provide bases for planning, organizing, controlling, guiding and supervising activities towards quality nursing care. The philosophy must be documented in nursing personnel manual or procedure manual **etc.** and should be clearly understood by all nursing personnel. Once nursing personnel appreciate the significance of value system and beliefs of **nursing** practice they will have better commitment towards nursing practice.

Philosophy of nursing service: It believes that nursing is a professional commitment towards service to mankind, irrespective of casts, creed, religion, age, sex, nationality or disease **etc.** which provides best possible comprehensive nursing care to all sections of society, on sound scientific principles.

Objective of Nursing Service

- Provide comprehensive health care to all people of country.
- Provide conducive and safe physical, psychosocial environment to patients in hospital
- Improve the standards of nursing care by ensuring effective utility of nursing personnel. and evaluating the care rendered.
- Promote the professionalism by updating the knowledge in related medical and nursing science.

Ensuring human relationship among nursing personnel and people at large

**Policy and administration manual:** Policies are established within the nursing departments at par with organization policies to guide the nursing staff.

**Nursing practice manual:** Written procedures are available to ensure standards of performance for safe effective care with best use of resources and nursing personnel. Procedures are reviewed and revised at regular intervals in consultation with those concerned with implementation of procedures.

**Nursing manpower planning:** This helps nurse administrator to visualize the equitable distribution of nursing personnel among various nursing department. It serves a guide in planning leave coverage as a time table for replacement of personnel, as a support for budgetary request and as an aid in forecasting future needs. Daily, weekly and monthly summary report of nursing service coverage helps to estimate the total number of personnel required and kinds of positions approved for nursing department to provide. Nursing services during the fiscal year. Nursing staff planning is essential for quality work, reduce conflicts, workload, confusions and overlapping and hence for efficient management of nursing administration.

**Appraisal for nursing personnel:** Provision of adequate supervision to nursing staff to improve the nursing care. Therefore, there should be one or more techniques for continuous evaluation of nursing care, e.g. Ward conference, nursing rounds analysis of accident report (critical analysis report) nursing audits etc.

**Written job description and job specification:** The qualifications for each category of personnel are defined in terms of responsibilities to be assumed. The job description and specifications help assure the objective selection of personnel and it also prevents duplication of functions.

**Problem solving and decision making ability:** Problem solving is a process which involves series of interrelated steps. It involves not only decisions but a series of alternative choices which ends in resolving the problem.

**Decision making:** Decision making permits the best selection among alternatives for the efficient, effective allocation of limited human and other resources. Decision making process involves sequence of steps:

**Identify the situation – for solution:** For example. There may be vacancy in your hospital and you want to promote one among various subordinates and to select one among them, of two possibilities taking action or not taking action you have to develop alternatives:

- a) Promote the most efficient and senior person
- b) Leave it unfilled
- c) Direct recruitment
- d) Written test
- e) Other sources of selection

**Nursing department meetings:** Regular meeting provides opportunity for free communication and involvement in planning and evaluation, helps to improve the quality patient care. Records of these meetings include the reports of decision and recommendations to ensure that recommendation will be considered and administrative decision will be reported.

**Personnel Policies:** Personnel policies are statements of accepted personnel policies.

The personnel policies is an analysis of total job of nursing in accordance with the types of function to be performed, the quality and quantity of services to be maintained, and the purpose for which the hospital exists.

The personnel policies provide a self guide to personnel, they provide a means of orientation, counselling and guidance, evaluation. Good personnel policies are revised in accordance with changing trends in nursing practice and changing needs of society.

**Personnel Policies Manual:** The personnel policy manual provides guidelines and direction to nursing administration, it includes philosophy, purpose, objective of an organization and of each department, their functions and channel of communication, working hours, disciplinary

acts for absenteeism, promotions, salary and allowances, facilities mess, uniform, residential, retirement, pension scheme, medical facilities, grievances, resignation policies etc. Nursing service manual comprises of annual calendar with activities, staffing plan, budget planning, meeting, conferences etc. These policies serve as a tool for control in nursing personnel and guides administrator about the time and type of task to be performed.

**Staff Development:** It is the continuous improvement of nursing personnel by setting standards for quality care by providing on the job professional growth, through inservice education, continuing education, orientation programmes etc.

**Nursing Research:** Research done by nursing **personel** can be valuable to help hospital administrator to improve the functioning of an organization. The objective of research is not merely to identify the weaknesses but also to find out the strengths of nursing personnel.

**Nursing Leadership:** Control focuses on direction of human behaviour, but leadership is needed to cause people to perform in a desired manner.

Nurse administrator is a person who is clinically and administrative knowledge able, who utilizes management skills effectively by setting objectives and measuring results.

Leadership is a process of mutual stimulation in which the leader no only influences the group but in turn is influnced by it.

Nurse leader must have: abilities to bring change and improve quality-nursing care with full support of nursing staff.

Motivate and encourage the nursing staff for the performance above the standards of job description and requirements.

## 6.4.2 Budgetary Control

### Definition

Budget may be defined as a "predetermined standards of performance in terms of the controllable costs for any given volume of service covering a specific period of time."

**Budgetary control –** Budgetary control is establishing checks and balances to ensure that the institution is not living beyond means.

Budget control can be achieved through –

- keeping a constant watch over the budget in action.
- analysing deviation in actual performance
- taking remedial action where indicated
- revising budget if conditions **warns**.

### Steps of Planning for Budget

Nurse administrator is responsible for preparing budget for nursing section. She has to follow steps.

- Formulation of budget committee (heads of all nursing departments) and principal of school of nursing.
- Prepare the master plan for expenditure for all units. Asking requisition of consumable and non-consumable items.
- First **draft** is sent to medical superintendent, financial controller, addition, deletion etc.

It is again reviewed and final draft is prepared **after** approval. Equipment, supplies, linen are sanctioned, purchased and verified for nursing departments.

### Elements of Budget Control

**Cost awareness —** Indicate the awareness amongst all the hospital personnel and the process available to contain them.

Cost monitoring — Provide a mechanism to identify, report and analyse actual expenditure against budget and standard.

Cost management — Establish a responsibility and accountability system at attainment of plans.

### 6.4.3 Material Control

The material management functions cater to plan for material, its demand, estimates, procurement, stocking and issuing to ensure availability of **right** material, in right quality at right time, of right price, from right source at low cost.

The material control attempts to get the quality materials to maintain a desired service level at minimum cost.

**Material Management:** Ensuring the availability of necessary and quality materials, supplies, drugs and equipments required for nursing **functions**. Materials are required for any nursing techniques, procedures or actions, whatever the simple or complex. Nursing procedures can't be managed without adequate and appropriate materials, whether they are working in hospital or community setting.

**Process of Material Control:** Administrator should estimate the needs of the nursing department in relation to equipment, supplies, materials (consumable and non-consumable), make recommendations and ensure the supply of items required for quality care.

#### Steps of Material Control

- a) **Establishing material standards committee:** A committee of nurse supervisors will help in identifying quantity and quality of equipments and material needed for nursing activities. List of items must be procured by nursing staff actually involved in providing patient **care**.
- b) **Requisition of items:** Requisition of items of each nursing unit is given to administration as per demand estimated by nursing personnel. These requisition are the written statement of required items, which has to be verified by nurse administrator for approval.
- c) **Inventory and records keeping:** Inventory is descriptive list of all articles in that particular unit. Nursing supervisor is responsible for maintaining inventory stock checking, recording and verifying regularly. It helps to find the losses, breakage for exchange, repair condemnation and maintenance of equipment.
- d) **Procurement:** Approval of items and verify the bills after purchase of items. Nurse administrator should check the quality, quantity, durability and **functioning** of all materials.
- e) **Replacement:** Regular condemnation and replacement of broken and non functioning items is controlling the standards of material.

#### Rule of administrator in material control

- Selection, requisition, and maintenance of equipments and supply to **ensure** standards of materials.
- Orientation to nursing staff for maintaining and controlling materials used for care of patient.
- Maintenance of new equipments and machines, demonstration and provision of literature for referrals.
- Information related to cost, use and items **available**, should be displayed on bulletin board.
- Delegating responsibilities to ward supervisor will help in maintaining, utilizing and controlling the resources to their best possible manner.

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## 6.5 METHODS OF NURSING CONTROL

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**Techniques and tools of control:** Nurses are involved in cost saving strategies with their commitment to restoration of health and prevention of disease. Nursing is in a strong position

to answer the country's need for quality and less expensive health care. Nursing role in quality assurance and risk management involves full range of management activities.

### 6.5.1 Quality Control

Quality control is a specific type of controlling which refers to activities that evaluate, monitor or regulate services rendered to consumers. The goals of quality nursing care would be to ensure effective and efficient nursing care to achieve the desired goal.

To understand quality control nurse administrator must be familiar with the process of quality assurance and quality improvement by following means:

Philosophy, objective, accountability, desired outcome.

Quality control is a process which has certain steps as follows.

- Establishment of control standards or criteria.
  - a Identify the information relevant to criteria.
- Determine ways to collect the information
- Collect and analyse the information
- Compare collected information with established criteria
- Make judgment about quality
- Provide information and take corrective action regarding findings of appropriate sources.

**Nursing Standards:** Standard is a predetermined baseline condition or level of excellence that comprises a model to be followed and practiced. There are different types of standards which can be used to direct and control nursing actions. These may be categorized as input, process and outputs.

### 6.5.2 Nursing Standards

**Definition:** "Desirable and achievable level of performance against which actual practice is compared. The standards must meet the needs of the patient.

#### Types

**Structural:** Relate to "care providing system" and "resources" that support for actual provision of care i.e.:

- a Physical facilities
- a Equipment suppliers
- a Staffing – number and qualification
- a Policies of organization
- a Objective, characteristic
- Policies
  - a Finances

**Process:** Nursing activities concerning quality of patient care, these standards measure the nursing action or lack of action involving patient care, i.e., performance of nursing staff – teaching, procedures, activities carried out in terms of adequacy of care, quality appropriate for care.

**Outcome** — description of results of nursing activities in terms of the change that occurs in health status of patient.

e.g., outcome of health status of patient i.e., recovery, effectiveness and efficiency of care, i.e., no complication, self-care ability, Client satisfaction.



Formulation of standards is the first step towards evaluating the nursing care, the standard serve as a base by which the quality of care can be measured.

### **Nursing Audit**

Audit is a systematic and official examination of nursing records, process or account to evaluate performance. Auditing in health care organization provide the means of applying control process to determine the quality of services rendered. Nursing audit is the process of analyzing data about nursing process of patient outcome to evaluate the effectiveness of nursing intervention. Audit most frequently used is:

**Structure audit:** monitors the structure and setting in which patient care occurs. e.g. finances, nursing service, medical record, and working environment etc., audit assumes that relationship between structure and quality care exists.

**Process audit:** process audits are used to measure the process of care or how the care was carried out, it is task oriented and focus practice standards. This audit assume the relationship between quality of nurse and quality of care provided exists.

**Outcome audit:** measurement of the end results of the care, the changes in the patients health, which contributes towards delivery of health care services, the outcomes usually used to measure quality of hospital care including morbidity and length of hospital stay.

### **Guidelines for Administrator Related to Control**

- 1) Control is required at all levels of management from the formation of policies and its implementation at the lower level.
- 2) Formulate objectives to control nursing practices and other activities.
- 3) Control is a continuous process required at all levels of management.
- 4) Control actions are always planned to ensure positive results
- 5) Control actions focus to ensure timely performance.
- 6) Effective control indicate the expected goals to be achieved.
- 7) Control action can be taken on conditions when the individual is delegated with responsibilities and authorities.
- 8) Control should always be used as guiding force.
- 9) Control action should be used with correct technique to bring about positive changes in behaviour.
- 10) Control actions are to be implemented on all management issues such as manpower, financial section and in material management.
- 11) Controlling systems should be flexible and should have understanding which will help in creating effectiveness in organization.
- 12) It is required to control quality of work, quantity of personnel, cost, energy and time.
- 13) Controlling should be done to improve the performance of institutions.
- 14) Control action always ends to decisions which are corrective in nature.

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## **6.6 LET US SUM UP**

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In this practical you have learned about identification of work control method which can be beneficial for the nurse administration to control areas mainly nursing, budgeting and material. You have also learned how the methods of nursing control maintained specialty quality control and maintaining nursing standard.

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## 6.7 ACTIVITY

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### Activities

- 1) Suggest remedial measures to control inadequacies in budget.
- 2) Identify the control method used for personnel in your hospital
- 3) Prepare a plan to control practicing nurses while they are performing intramuscular injection procedure.
- 4) Discuss and suggest methods which can be used by your nursing administrator in material control.
- 5) Discuss the major problems arise during controlling process.
- 6) Discuss how far controlling in an organization is helpful.