UNIT 1 PLANNING AND ORGANIZATION OF NURSING SERVICE

Structure
1.0 Objectives
1.1 Introduction
1.2 Objectives of Nursing Service Administration
1.3 Essential Characteristics of Good Nursing Service Department
1.4 Rational System of Nursing Service Establishment
1.5 Role and Function of Nurse Administrator
1.6 Let Us Sum Up
1.7 Answers to Check Your Progress

1.0 OBJECTIVES

After going through this unit, you should be able to:
• state the objectives of nursing service department;
• list the essential characteristics of nursing services department;
• develop rational system of nursing establishment; and
• enumerate the various function of nurse administrator.

1.1 INTRODUCTION

Who is the most effective member of the patient care team? Sir William Osler said that the nurse is one of the greatest blessings of humanity. Nursing has a large, important and unique role in the health care delivery system of a country. Nursing care is extremely important for good patient outcome. While the physician plans the treatment and surgeon carries out the operation, (A doctor comes and sees the patients and goes away.) It is the nurse who gives 24 hours/round the clock nursing care and looks after the needs of the patient. The success of patient care depends upon the competence of the nursing staff. Organizing the high level of nursing care is a big challenge for the nursing service administrator. Nursing service administration is a complex of elements in interaction and is organized to achieve the excellence in nursing care services.

Let us now proceed to the planning and organization of nursing services.

1.2 OBJECTIVES OF NURSING SERVICE ADMINISTRATION

The first essential component of nursing service administration is the planning and it should be based on clearly defined objectives. The objectives of the nursing service department are as follows:
• Objectives in relation to Patient Care
• Objectives in relation to Education
• Objectives in relation to Administration and Organization
Objectives in Relation to Patient Care

The primary emphasis is on total patient care that is:

- To give highest possible quality of nursing care in terms of total patients need which includes physical, psychological, social, educational needs and spiritual needs by collaborating with others health team members.
- To assist the physician in providing medical care to the patients.
- To provide preventive and rehabilitative services.
- To provide round the clock nursing care to all the patients.
- To render timely and appropriate nursing service to emergency patients.
- To provide cost effective quality care as per the needs of patients in a hospital.
- Each patient should be treated with dignity and respect.
- Each patient and family needs to be treated with compassion and concern.
- Confidentiality and privacy of each patient should be maintained.
- Constant monitoring and evaluating is of utmost importance to improve patient care continuously.

Objectives in Relation to Education

- Planning of education and training programme for nurses are must for professional growth and development needs through in-service education and research support.
- To provide regular staff development in service education and guidance services for all members of nursing staff.
- To conduct regular orientation programme for new entrants and for those have been on the job for a long time.
- To conduct training for operating procedure of latest gadgets and on handling of sophisticated bio-medical equipment.

Objectives in Relation to Administration and Organization

- To make regular supervision through rounds.
- To ensure that the essential equipments are provided in functional status for nursing care services.
- To provide regular flow of essential supplies for rendering quality nursing care.
- To have a proper system of rotation of staff, provision for annual leave and days off for members of nursing staff without hampering patient care.
- Ensure that nursing procedures manuals and other manuals concerning nursing matters are available to nurses for reference.
- Establish a communication system for nursing personnel, other health worker, patients, health authorities, government authorities and public.
- Ensure that each nurse identifies her job responsibilities and accountability.
- Collective decision making, progressive environment, utilization of current biotechnology.
- Counseling for health personnel, patients and the public.
- Provides financial resources and procure.
• The formulation of policies, standards, goals for the nursing services, education, and practice.
• Maintaining proper documentation of the personnel employed in nursing service.

Objectives in Relation to Research.
• Establish a system for collection of essential information, research and studies concerning all aspects of nursing.
• To contribute in research programs conducted by hospitals and by other health personnel.
• To encourage and support the nurses to conduct research projects/activities.

Objectives in Relation to Performance Appraisal
• Appraise the performance of nursing service personnel regularly against set standards and performance indicators objectively with a view to maintain quality nursing services.

Check Your Progress 1
State the objectives of nursing service department/administration.

1.3 ESSENTIAL CHARACTERISTICS OF GOOD NURSING SERVICE DEPARTMENT

You must know essential characteristics of good nursing service. The director of nursing service is delegated the authority and responsibilities for organizing and administrating the nursing services in hospital. All elements and principles of administration serve as a framework for the organization of nursing service department. It is her duty to institute the essential characteristics of good nursing services in her institute which are depicted in Fig. 1.1 as under:

a) Purposes and Objectives of the Nursing Service: The purposes should be in accordance with the hospital philosophy regarding patient care and approved by administration. It must characterize the principles of excellence in service, in practice and leadership. Objectives are specific, practical, attainable, measurable and understandable to all the nursing staff. The objectives of nursing service department depicting excellence in service, in practice, research and leadership are mentioned above (refer Section 1.2).

b) Plan of Organization: Every hospital has the basic system of coordination of vast number of activities i.e. the Director of Nursing Service, she is responsible for maintaining standards for patient care in terms of quality nursing service must be completely familiar with the formal organizational structure of the hospital and its relationship to various department and their functions. The plan of organization should indicate inter as well as intra-department relationship. The plan also should indicate area of responsibility and to whom and for whom each person is accountable, and the channels of communication, formal and informal.
ESSENTIAL CHARACTERISTICS OF GOOD NURSING SERVICE DEPARTMENT

1. WRITTEN STATEMENT OF PURPOSES AND OBJECTIVES OF NURSING SERVICES.
2. PLAN OF ORGANIZATION
3. POLICY & ADMINISTRATIVE MANUALS
4. NURSING PRACTICE MANUAL
5. NURSING SERVICE BUDGET
6. MASTER STAFFING PATTERN
7. NURSING CARE APPRAISAL PLAN
8. NURSING SERVICE ADMINISTRATIVE MEETINGS
9. ADEQUATE INFRASTRUCTURE FACILITIES, SUPPLIES & EQUIPMENT
10. WRITTEN JOB DESCRIPTIONS & JOB SPECIFICATIONS
11. PERSONNEL RECORDS
12. PERSONNEL POLICIES
13. HEALTH SERVICES
14. INSERVICE EDUCATION
15. COORDINATION
16. ADVISORY COMMITTEE

Fig.1.1: Characteristics of good nursing service department

c) Policy and Administrative Manuals: The policy and procedure manuals are required for the operation of the hospital. Policies are established within the department to guide the nursing staff. These might include duty hours, rules and regulations: writing of nurse’s notes and patients standing instruction, etc. These are periodically revised and reviewed at regular intervals.

d) Nursing Practice Manual: This is the written procedure available as evidence of the standards of performance. These have been established by nursing service organization for safe and effective practice after taking into consideration the best use of available resources. Liberal use of diagram and precautions in nursing manual helps to keep instruction direct and exact. Procedures are revised and reviewed at regular intervals as per varied needs and priorities. It is good administrative practice to assemble all directives regarding administration procedures issued by the nursing office and referring mainly to regulations in a manual which can be available for reference. The advantages of procedure manual are as follows:

- Ensures economy of time effort and material.
- Prevents confusion and permits precision in the work to carry out specific activities.
- Provides basis of training for new personnel to acquire knowledge and current skill.
- Provides basis for evaluation to ensure continued improvement and techniques.
e) Nursing Service Budget: It is one segment of the overall hospital budget. The nursing service budget is required for personnel budget, nurses welfare activities, staff development programme, equipment and capital expenditure, supplies and expenses. Budget preparation includes analysis of past operation and anticipating the future revenue and expenses.

f) Master Staffing Pattern: It is the number and composition of nursing personnel assigned to work in a hospital in different departments/area units' wards at a given time. This helps the director to visualize the equitable distribution of nursing personnel among the various nursing units. It serves as a guide for planning daily, weekly and monthly schedules. It acts as a guide in planning vacation coverage as a timetable for replacement of personnel, supports for budgetary requests, and aid in forecasting future needs and acts as a accompanying for monthly returns and reports. While preparing the master rotation plan one needs to keep in mind the following points:
   - The nursing standards.
   - An environment conducive to good nursing care.
   - Current nursing care and planning changes for improvement.

g) Nursing Care Appraisal Plan: Performance appraisal is a periodic formal evaluation of how well the employee has performed his/her duties during a specific time period. Employing various techniques such as supervision, wards rounds, conference, anecdotal records, rating scale, checklist, suggestion box, management by objective and peer review can do performance appraisal of nurses. This is done to improve the quality of service provided, determine the job competence and to enhance staff development.

h) Nursing Service Administrative Meetings: These meetings give an opportunity for free communication, planning and evaluation of the nursing service through regular interaction. The purposes of these meetings are regular exchange of views between management and nursing service for example improvement of working condition, welfare of patient, improvement in methods and organization of work, joint consultation on the professional matters and general amenities. It should be held at regular intervals.

i) Adequate Infrastructure Facilities, Supplies and Equipments: The director of nursing evaluates periodically the adequate material available at all times. She arranges new facilities needed for patient care in discussion with the hospital administrator as and when necessary. Need is justified with the help of documented evidence such as computer (local Area Net Work) Facilities. The Director of Nursing participates in joint planning session regarding expansion of services and adequate tools for safe and effective care. The development and use of inventories of equipments and supplies and the quality of each item required should be ensured.

j) Written Job Descriptions and Job Specifications: Job descriptions are written organizational relationships, responsibility and specific duties that constitutes a given job position or it can be defined as a scope of responsibility and continuing work assignments. In job description the responsibilities are clearly spelt out as precisely including the job content, activities to be performed, responsibility and result expected from the various roles required by the organization. They are clear in writing for practical purpose as it describes the minimal requirement for fulfillment of the job. It is useful for reducing conflict, frustration and overlapping duties beside this it acts as a guide to direct and evaluate person.
k) **Personnel Records:** Records are administrative devices to collate and classify information. Records are maintained for each personal in chronological order from the time of admission till the retirement. Personnel records include the information relating to the individual such as recruitment and selection, medical records, training and development, transfer records, promotions, disciplinary action records, performance records, absenteeism data, leave record and salary records, etc.

l) **Personnel Policies:** Personal policies reflect an analysis of the total job of nursing in accordance with the types of functions to be performed. It also indicates the qualitative and quantity of service to be maintained and the purpose for which the hospitals exist. They are personnel centered but based on the needs of the institution. They are informal agreements between the hospital and employee. The information can be retrieved easily due to advanced information technology. These days' offices are having LAN (Local Area Net Work) facilities, records and information of personnel.

m) **Health Services:** Nursing administration has particular responsibility in relation to health programme. It not only concerns with health of the nurses but also must safe guard the patients and vice a versa. Supervision of health of each employee by means of complete physical examination. This is the important welfare activity. This includes the following:
   - Pre-employment physical examination, periodic examination, immunization and provision for diagnostic, preventive and therapeutic measures.
   - The education of employees in the principles of health and hygiene so that they may develop healthy habits of living and working.
   - The compilation, maintenance of sickness and accident record.

n) **In-Service Education:** In-service education is an essential component of staff Development programme, which aims at augmenting; reinforcing nurse’s knowledge, skill and attitude. It includes:
   - **Orientation Programme:** It provides essential, relevant and necessary information to new employee.
   - **Skill Training:** It refers to that areas of in-service education programme that concerned with developing expert technical or manual skills, communication skill and other behaviour skills associated with ones job. It helps in providing safe knowledgeable nursing personnel to indoor and out door patient who are capable of performing correct methods and procedures with understanding of under principles.
   - **Leadership and Management Training:** It is provided to nurses in order to prepare them to be meaningful and effective partners of the health care team and to bring appropriate direction in nursing.
   - **On the Job Training:** It is given in order to maintain the quality of nursing services rendered and to develop mastery in the performance of the task.
   - **Staff Development:** Staff development is the process directed towards the personal and professional growth of nurses while they are employed by health care agency. It ensures that the nursing personnel keep themselves abreast with advanced concepts and techniques of medical and nursing care.
Coordination: The nursing department cannot function in isolation, and to have the perfect integration with other departments is largely a matter of administration. Regular consultation and discussion between heads of departments and with members of the medical staff could be an integral part of the administration. This is required for the purpose of coordination of activities.

Advisory Committee: Membership on standing committee arguments active participation of staff member in problem solving. Each committee has a clear statement and its membership is appropriate to the purpose. This committee is advisory to the Director of Nursing. After carefully weighing the advice of the committee, she makes the final decision about the matter within her area of responsibility and becomes accountable for their implementation. She makes decision about matter to be referred to the hospital administrator. Records are kept and all members knows channel of reporting recommendation. Member is informed of action taken on their recommendation.

Check Your Progress 2
Write in brief two essential characteristics of sound nursing service department.

1.4 RATIONAL SYSTEM OF NURSING SERVICE ESTABLISHMENT

Now you will learn the rational system of nursing service establishment. A rational system of nursing service establishment, therefore needs to be developed within which different categories of nursing person could be employed for different level of functions. Such a system should assure:

- Nursing leadership to give guidance to the development of nursing as a whole while permitting the delegation of authority for appropriate functions to less expensively trained personnel.
- It should also enable not so highly trained personnel to progress through ability and traditional training as far as their individual talent permits.
- It should minimize fragmentation of service and uncertainty in the chain of control.
- Professional nurses are responsible for and provide direction to nursing service, and for coordination of health care services of all types including round the clock in patient service.
- The participation of professional nurses in all policy making and planning council at all levels in all service system and health organization, local, state, regional and national and international level. There is a need for nursing teachers/administrators and expert practitioners for fulfilling these responsibilities. Preparation for responsibilities in this area must be based on broad general education as well as sound nursing practice.
There are certain nursing posts that may demand greater than average application of nursing knowledge and skills for example in the remote rural health centre, the intensive care unit or initial screening of a patient in a psychotic centre, education for professional nursing for specific job will enable an employee to make necessary constructive decisions in their area of clinical specialty.

The nursing personnel must respond to scientific, technological, social, political and economic changes by modifying or expanding the role, composition and supply of nursing personnel to meet the identified health needs of the country. Professional continuing education is vitally important for nurses to keep abreast with advanced technology.

In general system of nursing establishment with the following categories would prove effective:

i) Nursing personnel corresponding to the ‘Nurse’ defined, as “the nurse is a person who has completed the programme of basic nursing education and is qualified and authorized in her country to provide the most responsible service of a professional nature for the promotion of health, the prevention of illness and the care of the sick”. This nurse should have a broad general education as well as nursing training with strong physical and social foundation for the effective practice of nursing and for advanced nursing education. Those in this category should be able to develop their ability to provide the most skilled nursing care in the hospital or community service and their judgment to make independent decision based on scientific, clinical and management principles: that is to say they should provide nursing at a professional level.

ii) Nursing personnel able to provide generalized patient care of a simple nature requiring both technical and interpersonal skills. Those in this category should be able to provide preventive, curative and rehabilitative care that takes account of the psychological and social needs of the individual patient.

iii) Nursing personnel able to perform specified tasks related to patient care that require considerably less use of judgment. They should be able to relate to patients and to carry out dependably, under supervision, the tasks for which they have been trained.

When, for example, resources are severally limited, it may not be possible to train sufficient personnel in each category. Lack of educational facilities with inadequate teaching staff may make it impossible for a country to prepare adequate numbers of the first group. In such a case it may be necessary for personnel in the other two groups to accept responsibilities that usually in more favorable circumstances would be carried out by those with more preparation. However, even a small group of nursing leaders can help to make crucial important decisions required to minimize the hazards that would otherwise be faced when the quality and quantity of nursing personnel are inadequate.

i) It is necessary that every country develop a small nucleus of nurses capable of advancing to positions of authority and leadership.

ii) The relative number of personnel in each category will vary greatly from country to country and from time to time within a country depending on the nature of the demand for nursing on the general health programme and on economic and human resources. Carefully conceived long range plans will be needed to clarify the meaning of each category, to develop training methods for new entrants of each group and upgrade those who can be prepared through supplementary education to accept greater responsibilities.
1.5 ROLE AND FUNCTION OF NURSE ADMINISTRATOR

Now you will learn the role and function of nurse administrator.

The Principal Matron of the hospital will be responsible to the Commandant of the hospital for the following duties:

Administration
- Organizes, directs and supervises the nursing services both day and night.
- Coordinates assignments of staff.
- Establishes the general pattern of delegation of responsibilities and authority.
- Formulates standing orders for the nursing care.
- Ensures appropriate allocation of duties and responsibilities to all nursing staff working under her.
- Formulates nursing policies to ensure quality patient care and adequate attention at all times.
- Ensures that administration of nursing staff is carried out in accordance with the current rules and regulations of hospitals.
- Responsible for efficient functioning of the nursing staff and enforces hostel rules and regulations and discipline.
- Delegates the responsibilities to the assistant nursing superintendent.
- Evaluates the personal performance of the nursing staff.

Discipline
- Ensure that standard of discipline of nursing staff is high at all times.
- Maintain good order and discipline in wards/departments.
- Brings immediately to the notice of the medical superintendent all matters concerning neglect of duty, insubordination either by nursing staff, patients or visitors or any un-towards incident, which comes to her notice for taking suitable action as required as per the orders on the subject.
- Makes daily rounds of the Hospital wards/departments and also seriously ill patients. In addition she will make unscheduled rounds in the hospital in the evenings.
- Ensures proper supervision of patient’s diet.

Public Relations
- Promotes and maintains harmonious and effective relationship with the various administrative departments of the hospital and related community agencies.
- Maintains cordial relationships with the patients and their families.

Office Routine
- Scrutinizes the reports and returns and submits in accordance with existing orders.

Confidential Reports
- Initiates the confidential reports of nursing staff on due dates.
- Responsible for the nursing budget.
Education
- Carries out in service training for all categories of nursing staff and Para-
  medical personnel and keeps the records of such trainings.
- Conduct various update courses based on the needs.
- Encourages the personnel to participate in the continuing education
  programme.

Welfare
- Responsible for health and welfare of nursing staff.
- Ensures AME and periodical health examinations and maintenance of
  health records.

Conferences
- She will be responsible for organizing and conducting (quarterly) staff
  meetings of the nursing staff once in three months and monthly mess
  meetings.
- Holds conferences to solve nursing care problems and discuss policies as
  regards to working conditions, working hours and other facilities and
  measures for motivation of personnel.

Supervision
- Supervises the Nursing care given to the patients and all nursing activities
  within the Nursing unit.
- Supervises the work of all Para medical staff of the hospital.
- Makes evening rounds in rotation with other matrons, includes Sunday and
  holidays.

Records and Reports
Maintain following records in the Nursing Superintendent:
- Duty roster Nursing staff
- Day Off Book
- Personal Biodata
- Leave plan
- Causality returns Book
- Medical Category Book
- Staff conference Book
- Releases file
- Courses file.

1.6 LET US SUM UP

The major responsibilities connected with the administration of the nursing
service are that the nursing services are well organized to fulfill the functions.
The essential features of sound nursing service administration are: written
statement, purposes and objectives of nursing service, plan of organization,
policies and administrative manual nursing service budget, master staffing
pattern, plan for appraisal of nursing care, nursing service administrative
meetings, adequate facilities, supplies and equipment, written job description and
job specification, personnel records, health record, in-service education and
coordination. Good planning and administration of nursing services is solely
dependent on these features without which the organization of nursing services
cannot be made sound.
1.7 ANSWERS TO CHECK YOUR PROGRESS

Check Your Progress 1

Objectives in Relation to Patient Care

The primary emphasis is on total patient care that is:

- To give highest possible quality of nursing care in terms of total patients' needs which includes physical, psychological, social, educational needs and spiritual needs by collaborating with other health team members.
- To assist the physician in providing medical care to the patients.
- To provide preventive and rehabilitative services.
- To provide round-the-clock nursing care to all the patients.
- To render timely and appropriate nursing service to emergency patients.
- To provide cost-effective quality care as per the needs of patients in a hospital.
- Each patient should be treated with dignity and respect.
- Each patient and family need to be treated with compassion and concern.
- Confidentiality and privacy of each patient should be maintained.
- Constant monitoring and evaluating is of utmost importance to improve patient care continuously.

Objectives in Relation to Education

- Planning of education and training programmes for nurses are must for professional growth and development needs through in-service education and research support.
- To provide regular staff development in service education and guidance services for all members of nursing staff.
- To conduct regular orientation programmes for new entrants and for those who have been on the job for a long time.
- To conduct training for operating procedure of latest gadgets and on handling of sophisticated bio-medical equipment.

Objectives in Relation to Administration and Organization

- To make regular supervision through rounds.
- To ensure essential equipments are provided in functional status for nursing care services.
- To provide regular flow of essential supplies for rendering quality nursing care.
- To have a proper system of rotation of staff, provision for annual leave and days off for members of nursing staff without hampering patient care.
- Ensure that nursing procedures manuals and other manuals concerning nursing matters are available to nurses for reference.
- Establish a communication system for nursing personnel, other health worker, patients, health authorities, government authorities and public.
- Ensure that each nurse identifies her job responsibilities and accountability.
- Collective decision making, progressive environment, utilization of current biotechnology.
• Counseling for health personnel, patients and the public.
• Provides financial resources and procure.
• The formulation of policies, standards, goals the nursing services, education and practice.
• Maintaining proper documentation of the personnel employed in nursing service.

Objectives in Relation to Research
• Establish a system for collection of essential information, research and studies concerning all aspect of nursing.
• To contribute in research programme conducted by hospitals and by other health personnel.
• To encourage and support the nurses to conduct research projects/activities.

Objectives in Relation to Performance Appraisal
• Appraise the performance of nursing service personnel regularly against set standards and performance indicators objectively with a view to maintain quality-nursing services.

Check Your Progress 2

Personnel Records
• Records are administrative devices to collate and classify information.
• Records are maintained for each personal in chronological order from the time of admission till the retirement.
• Personnel records include the information relating to the individual such as recruitment and selection, medical records, training and development, transfer records, promotions, disciplinary action records, performance records, absenteeism data leave record and salary records, etc.

In Service Education:
• In-service education is an essential component of staff development programme, which aims at augmenting; reinforcing nurses knowledge, skill and attitude. It includes:
  • Orientation Programme: It provides essential, relevant and necessary information to new employee. Promote, transeree or an old employee requiring refreshing knowledge.
  • Skill Training: It refers to that areas of in-service education programme that concerned with developing expert technical or manual skills, communication skill and other behaviour skills associated with the ones job. It helps in providing safe care to indoor and out door patients by knowledgeable Nursing personnel who are capable of performing correct methods and procedures with understanding of under principles.
  • Leadership and Management Training: It is provided to nurses in order to prepare them to be meaningful and effective partners of the health care team and to bring appropriate direction in nursing.
  • On the Job Training: It is given in order to maintain the quality of nursing services rendered. And to develop mastery in the performance of the task.
  • Staff Development: Staff development is the process directed towards the personal and professional growth of nurses while they are employed by health care agency. It ensures that the nursing personnel keep themselves abreast with advanced concepts and techniques of medical and nursing care.