
UNIT 2 ORGANISING THE PATIENT CARE

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2.0 OBJECTIVES

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

- enumerate the objective of organising the patient care unit;
- list the over-all goal of nursing care;
- describe the factors influence the quality of patient care;
- explain the factors to be considered while organising patients care in the wards;
- evaluate the nursing care given to patients; and
discuss the factor influence the good ward management.

2.1 INTRODUCTION

In the previous unit you have learned about the organisation of the department of nursing service as a whole. In this unit we will be discussing the organization of the patient care in the ward. The prime responsibility of the Nursing Service Department lies in planning, **organizing, directing, coordinating and evaluating the total patient care in the hospital in**

order to organise the patient care. Setting of standards and goals for providing care to patient's is utmost important and depends upon the philosophy of nursing . An objective is a goal presumably to meet the standard. The overall goal of nursing is to meet the patient's nursing needs with the available resources for providing smooth day and night 24 hours quality care to patients and to honour his rights. The first step is to list the objectives.

2.2 OBJECTIVES OF ORGANISING THE PATIENT CARE

- 1) To forecast the needs and estimating the material and human resources required.
- 2) List the activities to be performed according to areas of work which are as follows:
 - **Professional Activities:** This embraces all activities necessary for rendering total patient care direct nursing care , dietary services, social work, physiotherapy and pharmacy services and those which are concerned with:
 - The comfort and well being of patient; irrespective of the diseases from which s/he is suffering.
 - The carrying out of medical treatment such as administering medication that the physician prescribes; assisting the physician with medical treatment or procedures.
 - Supervision of diet of the patients.
 - Observing, evaluating and reporting physiological changes, pathological and psychological signs and symptoms .
 - Meeting emergency situation and unforeseen situations.
 - Coordination with other departments etc.
 - **Organisational Activities:** These are activities concerned with the management of the ward work and personnel involved.
 - **Physical Environment:** Maintain the physical environment in patient care unit and guidance of professional staff responsible for cleanliness of the wards as a unit of the patient who have ultimate legal responsibility for safe and effective performance.
 - **Training:** The education of personnel giving the nursing care and education of patient for positive health and distribution of staff.
 - **Evaluation:** Evaluation of the patient care.

2.3 FACTORS INFLUENCING THE QUALITY PATIENT CARE

Let us now comprehend the factors influencing the quality of patients care.

The quality of patient care depends upon certain factors:

- The total number of patients to be nursed
- The degree of illness of patients (physical dependency of patients)
- Type of service: medical, surgical, maternity, paediatric and psychiatric
- The total needs of patients
- The physical facilities and design of wards

- Equipment and supplies needed
- Methods of nursing care (patient assignment, functional and team)
- Number of nursing aids and other non-professional available. The amount and quality of supervision available
- Hours of working
- The amount of, type and location of equipment and supplies such as CSR etc.
- Knowledge of the duties to be performed
- Morale of workers
- Good ward management.

2.4 FACTORS TO BE CONSIDERED IN ORGANISING PATIENT CARE IN WARDS

Let us now discuss the various factors to be considered in organizing patient care in wards.

2.4.1 Administrative Policies Pertaining to Patient Care and to Nursing Service in a Ward

Some of the administrative decision and policies may affect the nursing care in the wards such as:

- What service to be door delivered? Medical Store, Central, CSR 'Supplies, Clothing, Ration, Dispatching and Collection of Laboratory, X-rays, Scans and MRI Reports?
- Is the ward sister financially responsible for loss of an equipment, linen and breakage?
- Is it a policy that all the patients in a ward must have temperature taken four hourly?
- What rewards are there for merit and promotion?
- How evaluation of the personnel done?
- What researches are conducted in the wards?

These all decisions affect the quality care given to patients and the morale of nurses.

2.4.2 Needs of Patients

Obviously, the nursing needs of patients will influence the total workload of the unit and the nursing hours required for the patients. The patients needs are classified under four major headings: basic human needs, social needs, needs for conservation of patient's energy and needs for maintenance of the body structure and function. To organize nursing care for the patients one needs to examine the following:

- If there is a plan for progressive patient care in the wards, seriously ill and moderately ill patients are grouped together.
- Assessment of patients needs, plan of medical care and facilities provided for patient care by the hospital make it possible to plan for his nursing care.
- The nursing care plan is based upon the initial interview, nurse's observation and her knowledge and skill. This will also help in establishing nursing diagnosis of the patients.
- To prepare nursing care plan efficiently patient's behavioural pattern needs to be judged under different circumstances by being attentive to his needs and listening carefully.

2.4.3 Personnel Available to Provide Care

To provide good nursing not only the ward must be staffed with dedicated, intelligent, technically sound, cultured **nurses** who have interest in people and their welfare.

There should be sufficient number of nurses in proportion to patients for whose care they **are** responsible. In hospital there are various categories of nursing personnel and non nursing personnel to look after the **patients**. **There** should be proper utilization of the professional personnel **as** per their level of preparation. The qualified nurses can perform the more complex care and make professional judgements. The nursing **assistant/aid** can perform simple procedures. They can assist with physical care and personal hygiene. The student should perform the task for which they are prepared.

If the manpower is inadequate **as** it is in many wards in that case the best prepared nurse may be able to work with other nursing **personnel** only in planning the care of groups of patient and of individual patients with exceptional needs. She will need skill in establishing priorities. She will also need some latitude in organizing the nursing service in the ward.

2.4.4 Methods of Assignment of Patient Care

After analyzing the total nursing care needs of patients in order to determine the degree to which professional skill is needed accordingly assignment of patients **care** can be decided. Several methods of work assignment are used to plan the nursing **care** of patients in wards which are **as** following:

Functional Method: In this method nurses **are** assigned specific functions such **as** administering medications, taking and recording vitals or providing general nursing **care** to a group of patients.

Advantages of Functional Method

- It is more efficient and simple and is some times quoted **as** the efficiency method.
- There are few **interruptions**, less **confusion**.
- Confidence and skill development and when similar activity is repeated number of times.
- Functional method can be used at some periods of the day such as evenings and night, when only few nurses are on duty.

Disadvantages of Functional Method

- It segments the task in providing nursing care to the patients.
- Several categories of personnel attend the patient, and patient feels 'many' nurses instead of 'my' nurse.
- Individual needs of the patient get lost in an effort to get the ward work done.

Patient Method: In this method a nurse is expected to provide complete nursing **care** to the patient including general nursing care, treatment, administering medication, checking vital signs, diet and other miscellaneous activities.

Advantages of Patient Method

- Personalized nursing care is provided.
- **Opportunity** for nursing education is superior.
- Job satisfaction of the **nurse** attending the patient is achieved because of personal contact with the patient.

Disadvantages of Patient Method

- Can not be made practical in case of shortage of staff.

- Some aspects of patient care will get *omitted* unknowingly as it will be impossible to keep track of the many patient care activities included in this assignment.

Team Method: Team method came into existence because of non availability of sufficient professional qualified nurses to provide nursing care to the patient in a hospital. With the result Nursing aids with some training in patient care are employed to carry the work load of the ward. The concept of nursing team is based on the philosophy of the Nursing Personnel working together in a coordinated manner to carry out the complete function of a nurse to provide individualized patient care. Main purpose of the team method of is to provide best possible nursing care to a patient by utilizing the abilities and potentials of every member of the staff to the fullest and by providing close supervision both to patients and to those individuals who are involved in patient care.

Advantages of Team Method

- It is recognized that many parts of the patient care do not require technical skills and ability of a professional nurse.
- For basic care where lesser judgement skill and knowledge is required, nursing aides provide care to the patient provided, they are adequately supervised.
- Team method of assignment result in improvement of the patient care through personalized and compassionate consideration of the patient needs through full utilization of all members of nursing staff.

Disadvantages of Team Method

- Lack of clear goals for providing better nursing care.
- Inconsistency in team membership.
- Lack of designated team leader for instruction and supervision.
- Conflict may arise due to different educational background of personnel.

2.4.5 Infrastructure Facilities, Supplies and Equipment for Safe and Effective Care

Supplies and equipment are most contributing factors to a smooth running of the ward. This directly effects the quality care given to the patients. The resources of unit also must be organized to ensure that the patient total needs are met. Good administration aims at ensuring that the wards must be arranged, equipped and maintained in such a manner that quality nursing care is possible without wasting the time and energy of personnel. The treatment may get delayed while an equipment or some material required for the patient is delayed or it is out of order/stock e.g. if a bed linen is not sufficient or available then the whole bed gets soiled, resulting dissatisfaction of the patient, soiling and wastage of mattress, bed linen, or a pillow case.

All equipment should be placed in the ward in such a way that it is easily available at the time of use. The keys must be always at hand and fixed place shall be earmarked for the keys. All the nursing personnel of the ward should know the use of articles and equipment and who should assume the responsibility of it. Adequate stock of supplies should be ensured by keeping in mind the following steps:

- Standard for the quality for each item required should be maintained.
- Immediate replacement system to adopt for broken or condemnation items.
- Regular programme of inventory of all items to be made for smooth functioning of the ward.
- Expensive articles and equipment shall be supplied to the ward with great care and concern.
- Daily consumption articles like dressing material, glassware, disinfectants etc. shall be kept available in the ward in larger quantities but the economy is to be emphasized at all levels.

- Policy regarding bio-medical waste management must be made available and accordingly facilities must be made available.

2.4.6 Master Staffing Pattern

- Good nursing is impossible without enough nurses and without good nurses. Nursing staff constitutes largest proportion of the hospital staff and are with patients for 24 hours of the day and seven days of the week.
- The management and supervision of nursing personnel is, therefore, vital factor in establishing and maintaining an acceptable standard of nursing care of the patients. If nursing in hospital is to be professional in nature to provide the quality care needed one needs to have a basic staff for each unit/ward and some floating staff is necessary for augmenting the base of staffing a unit.
- The master staffing pattern are the plans for providing appropriate numbers of different levels of nursing personnel to carry forward the goal of the institution and the particular unit helps the director to visualize the equitable distribution of nursing person among the various nursing unit. It serves as a guide in planning vacation coverage as a time table for replacement of personnel, supports for budgetary requests, and aid in forecasting future needs and acts as a accompanying tools for monthly returns and reports. The patient care is markedly influenced by the method with which daily and weekly time is planned.

2.4.7 Evaluation of Patient Care

Evaluation of nursing care is done in order to assess the quality of clinical nursing or it is the evaluation of nursing services provided to the patients. It is the responsibility of the nursing supervisor under the guidance of director of nursing service to formulate the plan of evaluation of the care given to the patients. There are various means of evaluating nursing care:

Observation: The ward sister can observe whether the patient's charts are maintained properly or not. Nursing care can also be evaluated by observing the patients progress:

- By giving opinionnaire/questionnaire to patients.
- Interviewing patient's relative and staff.
- Frequent rounds.

Nursing Audits: Nursing service audit is an official examination of nursing records for the purpose of evaluation, verification and betterment of nursing care. It is a systematic formal in depth evaluation of nursing care given in order to assess the quality of clinical nursing from the nurses record of the discharged patients. A committee is formed to do the nursing audits. Senior nurses are the members of the committee by rotations.

Advantages

- It provides good nursing care services to patients.
- a It is used as a method of measurement in all areas of nursing care.
- It highlights the strong and the weak points, it assess the all areas of patient care.
- Helps in better planning and helps in reallocation of resources.
- It has a medical legal value in the court of Law.
- Contributes to researches.

Disadvantages

- Nursing audits is not so useful in those areas where elements of nursing process are not implemented.
- Analysis is difficult if there is overlapping of components.
- Consumes lots of time.

- Requirement of trained nursing auditors are required.
- It helps in improving reports and records of the patient's not actual nursing care.
- It is considered as a source of punishment as it has got a medical legal value.

Methods of Audits: There are two methods:

- Retrospective view
- The current view

25 ELEMENTS OF GOOD WARD MANAGEMENT

Having discussed the factors to **be** considered in organizing patient care in the wards, now let us learn the elements of good ward management.

Systematic planning and organizing nursing intervention is the essence of good ward management as far as the direct patient care is concerned. Therefore, continuous assessment of patient care needs is the important task of nurses.

Box. 2.1: Elements of Good Ward Management

Elements of good ward management:

- Preplanning of nursing care activities
- Establishment of routine organisation of work
- Decision making responsibility
- Delegation of responsibility
- Communication system
- Coordination and cooperation
- Supervision and rounds
- Records and reports

2.5.1 Preplanning of Nursing Care Activities for Good Ward Management

Preplanning of Nursing Care Activities and providing of effective and timely supervision demands organization of activities through principle of coordination. Preplanning is essential for achieving long range goals **i.e. staffing patterns** and time planning which we have already discussed in unit 1 of this block.

2.5.2 Establishment of Routine

For day to day **function** of the **ward/area** the most important element of coordination and cooperation is essential for good administration of standardized frequently performed activities. Therefore, a system is established for day to day routine work, by providing guidelines of routine jobs to be done by the Staff. This helps in saving the time for handling unusual incidence in the ward. Nursing Supervisor and Nurses of the ward should not disregard the hospital policies and procedures to enforce their own routine in the ward. **It** should always **be** in tune with the management policies in coordination with the other hospital support staff.

2.5.3 Organisation of Work

It is essential and efficient way of fulfilling even the simple activity of providing patient care in a unit. Priorities in providing nursing care to a patient in a ward saves the time, effort and energy of an individual staff members. If the staff members are aware of priorities of nursing care, the most important component of patient care is achieved. Proper planning, organisation and setting of priorities for even the simple task for providing patient care reduces feelings of frustration, conflict and stress among the nursing staff in a patient care unit/ward.

2.5.4 Decision Making Responsibility

In a democratic set up, a Nursing Supervisor takes into consideration the desires and opinion of the group but she being the team leader has to depend on her own sound judgment as she is fully responsible for the nursing care of patients in the ward. In the course of decision making process she may consult and discuss alternative actions with the staff, doctors, consultants etc., but finally the decision will be her's as long as she is responsible for providing quality nursing care to an individual patient in the ward/unit.

2.5.5 Delegation of Responsibility

Every person working in a patient care unit should know her/his responsibility. It is the nursing supervisor who delegates patient care activities in the form of providing nursing care to a patient by a staff member with enough responsibility and accountability but over all responsibility is vested with the nursing supervision, delegation of responsibility of nursing care and its accountability provide greater satisfaction to the nurse concerned provided she has necessary educational preparation and expertise to perform the function and understand the objectives and guidelines for providing nursing care to a particular patient.

2.5.6 Communication System

Communication in a patient care area is more than the exchange of information and ideas. Day to day patient care demands planned communication in the shape of written reports and records, written nursing notes and prescriptions. It is an important activity of the nursing supervisor which is carried out by nurses to ensure communication in a documented format.

2.5.7 Coordination and Cooperation

Coordination and cooperation in a patient care unit is felicitated by the following:

- Organisation of work.
- Fool proof communication system.
- Establishment of ward routines for performance of basic nursing care and technical care activities.
- Pre-planning of nursing care activities.
- Effective and timely supervision, evaluation by feedback from time to time and staff development in areas where a staff member requires more skill and knowledge for proper functioning in the ward.

2.5.8 Supervision

Supervision is an essential and important aspect of administration. Supervision means guiding and directing effort of employee and other resources to accomplished stated work aspects. The effectiveness of workers depends largely on the supervision they receive, in other words the quantity of work is directly related to the degree of supervision. High degree of supervision improves the quality of work. Poor supervision leads to poor work. Good supervision is facilitative because, knowledgeable superior inspects the work in progress and can correct inadequate performance before serious consequences develop.

2.5.9 Ward Rounds

Ward rounds also are equally essential for planning nursing care in a ward effectively. The ward rounds are made with the Consultant In-charge of the ward, with the Administrators and self-independent rounds by Nursing Supervisor for more observation. To observe and implement further improvement in the care plan of the patient following points needs to be taken into consideration:

- Observation of physical and mental condition of the patient and the progress made by the patient.
- Observation of the work of the staff.
- Specific observation to be noted e.g. wounds dressing, drainage, bleeding etc.
- Observation of effect of treatment and the satisfaction of the patient with the care provided
- Prevention of bedsores and the foot drops.
- Ensuring safety measures.
- Checking the safety and working condition of the equipment utilized for the patient .
- Providing recreational and diversional therapy.
- . Checking of Logistics.

These above mentioned points and many more minute details and observations about the patient may give us enough evidence to improve upon patient care by perfection of care plans.

2.5.10 Records and Reports

In wards various records and reports are maintained. They provide accurate and detailed account of medical treatment and nursing care given to patients. Following principles needs to be observed for records maintenance:

- The Records and Reports shall be written with ink clearly, accurately, legibly and appropriately to avoid legal flaws.
- All entries should be signed legibly.
- Errors, crosses, orn-writings to be avoided.
- Chronological order to be followed in maintaining records and reports with clear timings, date, months, years etc. and no blank spaces are left in between the words.
- Use of standard abbreviations, numbering of pages and complete documentation.
- ~~Kept~~ under the safe custody for future reference.
- To avoid the legal hassels records should not have access to the patient and their relatives.
- Confidentiality of the records and reports to be maintained.

Reports

Reports are informations passed on regarding the patients in a unit. Those are either written or verbal. Written reports are quite authenticated and does not leave any chance for error.

Reports should be accurate legible clear and brief. There are many types of reports which are required to be kept for patients in the wards and are as follows:

- Reports among Nursing staff.
- Reports between Nursing Supervisor and Staff.

- Reports between Nursing Supervisor and Assistant nursing Superintendent.
- Reports to the physician.
- Reports of Accident, Incidents and Complaints in the ward.
- Evaluation reports for Nursing audit.

Check Your Progress

1) List the over all goal of nursing care?

2) State the factors which influence the quality of patient care?

3) How Administrative policies pertaining to patient care and to nursing service in a ward affects the quality care given to patients while organising patient care at unit level?

4) Discuss the principles of recording and reporting?

5) Name the various methods of work assignment in the ward. Describe any one method in detail giving its advantages and disadvantages?

2.6 LET US SUM UP

In this unit first of all we dealt with the objectives of providing quality care to the patient and about the various methods, modalities and policies to be adopted and followed at ward level while **organising** the patient care which are as follows:

- Factors influence the quality patient care
- Factors to be considered in organising patient care in ward
- Factors influence the ward management.

These factors, elements and principles are very essential for **organising** patient care effectively and **efficiently**. The primary purpose of nursing service department is to organise safe effective clean and well organised nursing care.

2.7 KEY WORDS

Attain	:	Gain
Competence	:	Ability; the state of being competent
Concern	:	Be relavent
Confidence	:	Firm trust
Concurrent	:	Existing
Conflict	:	A state of opposition
Criteria	:	Principle or standard
Democratic	:	Favouring social equality
Facilitated	:	Make easy
Factor	:	A circumstance
Hassel	:	Inconvenience
Legible	:	Readable
Morale	:	The mental attitude
Proficiency	:	Expert
Priority	:	The fact or condition
Restoration	:	The act or an instance of restoring or being restored

28 ANSWERS TO CHECK YOUR PROGRESS

- 1) The overall goal of nursing is to meet the patients nursing needs with the available resources for providing smooth day and night 24 hours quality care to patients and to honour his rights.
- 2)
 - a) The total number of patient to be nursed
 - b) The degree of illness of patients (physical dependency of patients)
 - c) **Type** of service: medical, surgical, maternity, **paediatric** and psychiatric
 - d) The total needs of patients

- e) The physical facilities and design of wards
 - f) Equipment and supplies needed
 - g) .Methodsof nursing care (patient assignment, functional and team)
 - h) Number of nursing aids and other non professional available. The amount and quality of supervision available
 - i) Hours of working
 - j) The amount of, type and location of equipment and supplies such as CSR etc.
 - k) Knowledge of the duties to be performed
 - l) Morale of workers
 - m) Good ward management
- 3) Some of the administrative decision and policies may affect the nursing care in the wards such as:
- a) What serviceto be door delivered? Medical Store, Central, CSR Supplies, Clothing, Ration, Dispatching and Collection of Laboratory, X-rays, Scans and MRI Reports?
 - b) Is the ward sister financially responsible for loss of an equipment, linen and breakage?
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 - d) What rewards are there for merit increases and promotion?
 - e) How evaluation of the personnel done?
 - f) What researches are conducted in the wards?

These all decisions affect the quality care given to patients and the morale of nurses.

- 4) a) The Records and Reports shall be written with ink clearly, accurately, legibly and appropriately to avoid legal flaws.
- b) All entries should be signed legibly.
 - c) Errors, crosses, over-writings to be avoided.
 - d) Chronological order to be followed in maintaining records and reports with clear timings, date, months, years etc. and no blank spaces are left in between the words.
 - e) Use of standard abbreviations, numbering of pages and complete documentation.
 - f) Kept under the safe custody for **future** reference.
 - g) To avoid the legal hassels records should not have access to the patient and their relatives.
 - h) Confidentiality of the records and reports to be maintained.
- 5) ● Functional method
- Patient Method
 - Team method

Functional Method : In this method nurses are assigned specific **functions** such as administering medications, taking vitals or providing general nursing care to a group of patients.

Advantages of Functional Method

- a) It is more efficient and simple and is some times quoted as the efficiency method.
- b) There are few interruptions, less confusion.
- c) Confidence and skill development, when similar activity is repeated number of times.
- d) Functional method can be used at some periods of the day such as evenings and night, when only few nurses are on duty.

Disadvantages of Functional Method

- a) It segments the task in providing nursing care to the patients.
- b) Several categories of personnel attend the patient, and patient feels 'many' nurses instead of 'my' nurse.
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