

Nursing Administration Handbook

**Second Year
2019/2020**

**Prof. Dr. / Samia M.A. Adam
Professor of Nursing Administration**

**Faculty of Nursing
Ain Shams University
2019/2020**



Dedication

Nursing profession plays an integral part in the complex, dynamic process of providing health care for patients, families, and communities. Nurses are the corner stone in health care settings, they have certain job features that playing important roles in the organization success. They are the primary provider of direct patient care and they play a key role in promoting higher standards of health care. The nursing profession is facing possibly its greatest challenge regarding nurses' positions at every level. At the same time running the nursing department have become issues of extreme importance to hospitals and other health care agencies. Therefore, nursing management becomes a major determinant of patients and nurses welfare.

I would therefore like to dedicate this book to students of technical health institutes

Prof. Dr. Samia Adam

Nursing Administration

Table of Contents

No	Contents	Page
1	Management process	3
2	Planning	9
3	Time Management	15
4	Organizing	22
5	Nursing Care Delivery Models	27
6	Staffing	34
7	Scheduling	41
8	Directing	48
	Directing elements:	50
	1. Organization communication	51
	○ Documenting Patient care (Recording)	53
9	○ Documenting Patient care (Reporting)	59
10	2. Supervision and 3. Motivation	66
11	4. Leadership	71
12	Controlling	77
13	Performance Appraisal	82

Management Process

Time Allotted: 2 hours

Intended Learning Outcomes

After the student has studied this lecture, he /she should be able to:

- Define management
- Define administration
- Differentiate between management and administration
- Define nursing management
- Differentiate between different categories of managers

Outlines:

- Definition of management
- Definition of administration
- Differences between management and administration
- Definition of nursing management
- Nurse Manager
- Management process

Management Process

What is management?

Management is the process of getting things done through the effort of others to achieve the organizational objectives .

Management is the process or form of work that involves guidance or direction of a group of people toward organizational goals or objectives

What is Administration?

The term **administration** was derived from the Latin word administer which means "I serve" or "I minister" with relation to direction. Administration is directing an agency or one of its departments to achieve its objectives

Table 1: Differences between Management and Administration

Basis	Management	Administration
Meaning	Management is an art of getting things done through others by directing their efforts towards achievement of pre-determined goals.	Administration means a process of effectively administering the entire organization
Nature	Putting plans and policies into actions.	Formulation of plans, framing policies and setting objectives
Process	Who will do the work? And How will it be done?	Administration decides what is to be done & when it is to be done.
Function	Management is a doing function because managers get work done	Administration is a thinking function because

	under their supervision.	plans & policies are determined under it.
Skills	Technical and Human skills	Conceptual and Human skills
Level	Middle & lower level function	Top level function

Differences between management and administration

Practically, there is no difference between management & administration. Every manager is concerned with both - administrative management function and operative management function as shown in the figure. However, the managers who are higher up in the hierarchy denote more time on administrative function & the lower level denote more time on directing and controlling worker's performance i.e. management.

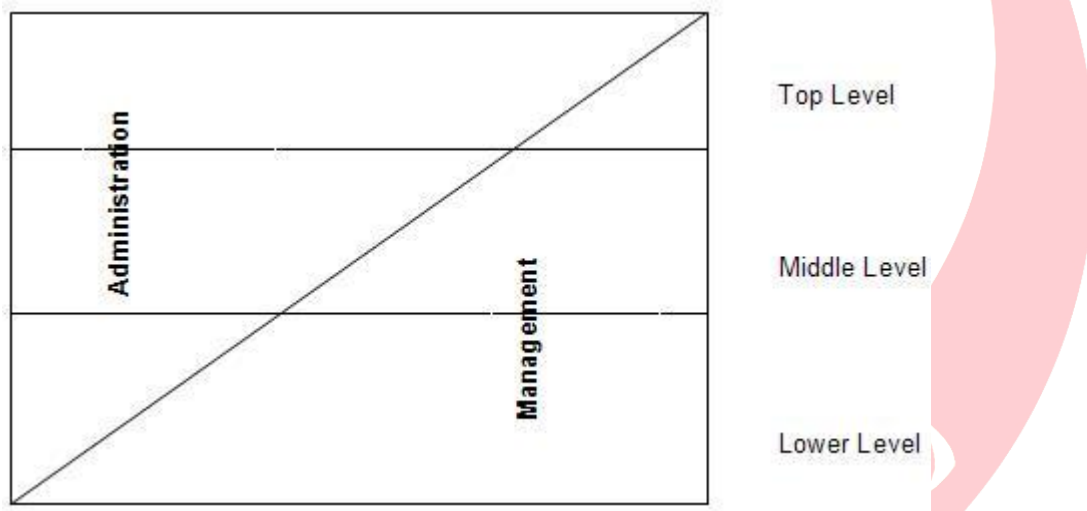


Figure 1 the degree of administration and management performed by the different levels of management

Nursing Management

Nursing management is the process of working through nursing members to achieve organizational objectives.

It is the coordination and integration of nursing resources by applying the management process in order to accomplish care and service goals and objectives.

Who is the Nurse Manager?

The manager is persistent person, tough minded, hardworking, intelligent, and have analytical ability.

The nurse manager is the individual with 24-hours responsibility for the management of one or two nursing units

In nursing there are different managers with various management levels. Different types of nurse managers are classified into three levels: Top-level managers; Middle-level managers, and First-line or operational managers

Top-level Managers

This level is the highest level in the organizational hierarchy; the managers in this level are presidents and their vice. In the nursing department, they are nursing directors and their deputy. They are responsible for applying the administration process to achieve all the nursing department objectives.

Middle-level Managers

They are the linking pin between the top-level managers and the first-line ones. They are supervisors or coordinators. They are responsible for applying the administration and management process in more than one unit.

First-line Managers (operational manager)

They are the first level above the non-managers personnel. They are head nurses or team leaders. They are responsible for applying the management process in one unit.

Managerial Skill Sets

Managers need to have a specific set of skills in order to effectively perform their jobs. **Managerial skills are what the manager uses to assist the organization in accomplishing its goals.** Specifically, a manager will make use of his or her own abilities, knowledge base, experiences, and perspectives to increase the productivity of those with whom they manage

What a manager needs in order to perform their job effectively, typically,

fall into one of three categories: technical skills, human skills, and conceptual skills.

1. Technical Skills

Technical skills are those skills needed to accomplish a specific task. It is the 'how to' skill set that allows a manager to complete his or her job. These skills are the combination of formal education, training, and on-the-job experience. These skills are important for first level managers who must use them in training new workers and monitoring daily work activities



2. Human Skills

These interpersonal skills are what a manager will use to work with his or her employees, as trust, cohesion, fairness, empathy, and good will. Human skills help the manager to communicate, lead, and motivate an employee to work towards a higher level of productivity

3 .Conceptual Skills

It is the ability of the manager to comprehend abstract or general ideas and apply them to specific situations. These skills allow him or her to solve problems in a strategic and calculated fashion.

Management process

The management process is the process of managing organization operations to successfully meet organizational goals. The management process consists of five basic management functions:

Planning, organizing, Staffing, directing, and controlling

Planning

Planning is setting goals and deciding on courses of action, developing rules and procedures, developing plans.

Organizing

Organizing is the act of identifying jobs to be done, hiring people to do the required job, establishing departments, delegating or pushing authority down to subordinates, establishing a chain of command, and coordinating the work of subordinates.

Staffing

Staffing is process of determining and providing the acceptable number and mix of nursing personnel to produce a desired level of care to meet the patient's demand for care

Directing

Directing is the guiding of personnel in the most effective and efficient direction to ultimately meet organizational goal attainment.

Directing is influencing other people to get the job done, maintaining morale, molding organizational culture, and managing conflict and communication.

Controlling

Controlling is the last function in management process where manager set standards, compare actual performance to these standards, and taking corrective action as required.

Importance of the management process

It helps in achieving group goals through:

- arranging the factors of production,
- assembling and organizing the resources,
- Integrating the resources in effective manner to achieve goals.
- Directing group efforts towards achievement of pre-determined goals.
- Saving time, money and effort.
- Management converts disorganized resources of men, machines and money etc. into useful enterprise .
- Coordinating, directing and controlling resources (men, machines, money) in such a manner that enterprise work towards attainment of goals.

Planning

Intended Learning Outcomes

At the end of this lecture, the student will be able to:

1. Discuss the concept of planning
2. Define planning
3. Enumerate importance of planning
4. List characteristics of planning
5. Enumerate steps involved in planning
6. Discuss types of planning
7. Describe the planning hierarchy
8. Discuss ways to apply planning by different nursing categories

Outlines:

1. Meaning and concepts of planning
2. Definition of planning
3. Importance of planning
4. Characteristics of planning
5. Steps involved in planning
6. Types of planning
7. Planning hierarchy
8. Application of planning by different nursing categories

Planning

Meaning and Concept of Planning

Planning is the primary function of management. Planning is deciding in advance what is to be done, when where, how and by whom it is to be done. Planning bridges the gap from where we are to where we want to go. It includes the selection of objectives, policies, procedures and programs from among alternatives. A plan is a predetermined course of action to achieve a specified goal. It is an intellectual process characterized by thinking before doing. It is an attempt on the part of manager to anticipate the future in order to achieve better performance.

Definition

Planning is the process of determining in advance what should be accomplished and how it should be realized. It is the description of who, when, what, how the work will be done in the future.

Importance of Planning

“Planning is the foundation of most successful actions of any enterprise.”

Planning helps in:

1. Reduction of Uncertainty
2. Better Utilization of Resources
3. Increases Organizational Effectiveness
4. Reduces the Cost of Performance
5. Concentration on Objectives
6. Co-ordination among organization departments.
7. Makes controlling process effective
8. Encouragement to Innovation
9. Increase in competitive strength
10. Delegation is facilitated

Characteristics of planning

Planning is:

1. a Primary Function of Management
2. An Intellectual Process
3. Contributing to the Objectives
4. Continuous process
5. Anticipatory
6. Participative
7. Requires information.

Steps involved in Planning

Planning is a process which embraces a number of steps to be taken. Planning is an intellectual exercise and a conscious determination of courses of action. However, the major steps involved in the planning process are as follows:

1. Establishing objectives
2. Establishment of planning premises (assumptions about the future understanding of the expected situations)
3. Determining alternative courses
4. Evaluation of alternatives
5. Selecting a course of action
6. Formulating derivative plans
Formulate derivative plans to give effect to and support the basic plan. e.g., a staffing plan, operating plans for fulfilling, maintenance, stores purchase, etc.
7. Establishing sequence of activities
8. Feedback or follow-up action

Types of plans

Types of plans can be classified according to different basis as the following

I. Classification on the Basis of Use.

1. Single Use or One Time Plan

It is specifically designed to meet the needs of a unique situation and is created in response to non-programmed decisions that managers make.

2. Standing Plans

Ongoing plans that provide guidance for activities repeatedly performed and are created in response to programmed decisions that managers make.

3. Non-Programmed Decision

Are unique decisions that require a custom-made solution.

4. Programmed Decision

Is a repetitive decision that can be handled by a routine approach.

II. Classification on the Basis of Time.

1. Long term Plans

They are the Plans that are formulated to extend up to beyond five years.

2. Middle-Term Plans

Plans made to study the impact of advertisement campaign on expansion of business into new markets or on sales.

3. Short Term Plans

They are the plans that are formulated to cover a period of less than one year.

III. Classification on the Basis of levels in the Organization

1. Strategic plans

These plans are organization-wide; establish overall objectives and position in organization in term of its environments.

2. Operational Plans

These are the plans that specify details on how overall objectives are to be achieved.

3. Tactical Plans

These plans are intended to achieve the tactical goals of an Organization. These are related to the departmental goals.

Hierarchy of Plans

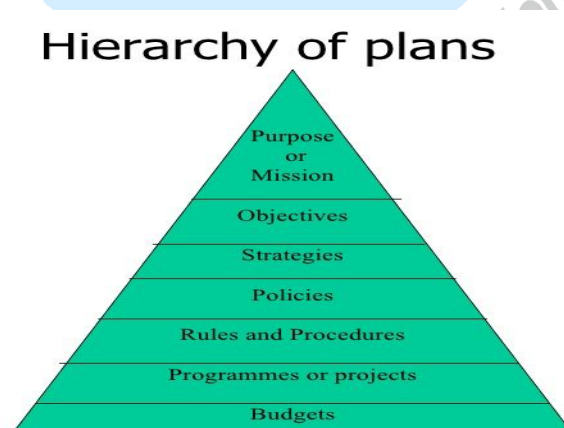
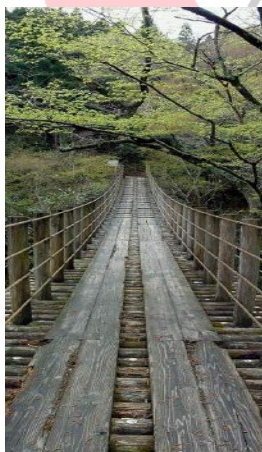


Figure 2 planning hierarchy

Purpose or Mission:

It is a brief statement to identify the reason why this organization exist and its future aim. it influences the development of an organizations philosophy, goals, objectives, policies, procedures and rules.

Objectives

Objectives are the quantitative, measurable, concrete planned target of performance, or the desired end results of an activity which an organization attempt to realize

Strategies

Strategy is a comprehensive plan for accomplishing organizational objectives

Policies:

Policies are general statements that guide managers thinking in decision making

Procedures

Procedure is a set of step-by step directions that explains how activities or tasks should be carried out

Rules

Rules are specific statement that tells managers what is to be done

Program

Programs are detailed statements about a project which outlines the objectives, policies, rules, methods, tasks, human and physical resources required and budget to implement course of action

Budget

A budget is statement of expected results expressed in numerical terms.

Application of planning by different nursing categories:

A. Application of Planning by the Staff Nurse

1. Draw the nursing care plan based on the patient's current needs
2. Develop to do list and time log for daily activities.
3. Determine the equipment needed to accomplish the activities

4. Determine the equipment which needed in the emergency situation.
5. Determine the time needed to accomplish the assigned duties
6. Update the designed plan and re-plan for the new patient's problems and needs.

B. Application of Planning by the first line manager (Head Nurse)

1. Build up the time frame for daily activities as nursing round, participation in the medical round, conferences, committees and meetings.
2. Design the assignment sheet to distribute work to the nursing staff
3. Check the nursing care plane for the professional nurse.
4. Drawing the nursing care plan for the non- professional nurse.
5. Decide the number of staff nurses needed to deliver nursing care.
6. Find out the equipment needed for the unit.
7. Determine the equipment which will be needed in emergency.

C. Application of Planning by the nursing director

1. Develop mission and philosophy for the nursing department.
2. build up nursing standards; job description, policies and procedures for the nursing department.
3. Determine the needed number of staff nurses to be hired to provide nursing care in the hospital.
4. Share in the planning of the educational programs needed for the nursing personnel.
5. Determine supplies and equipment needed for work
6. Participate in determining budget needed for the nursing department.
7. Develop time needed to accomplish managerial duties as round, conferences, committees, and meetings.

Time Management

Time allotted: 2 hours

Intended Learning Outcomes

After the end of this lecture, the student will be able:

- Define time, time management
- Enumerate the advantages of time management
- List the symptoms of time management problems
- Identify the internal and external time wasters.
- Apply appropriate strategies for controlling waste of time
- Discuss person role for utilizing his time effectively

Outline

- Introduction
- Definitions
- Advantages of time management
- Symptoms of time management problems
- Time waster
- Time management strategies
- Time management tools
- Nurse's role in managing her time

Time management

Introduction

Time is both valuable and limited; it must be protected, used wisely. Time is the most perishable of all resources. Everyone has the same number of hours available in a given day, no more and no less. You cannot manage time but you manage the event in your life in relation to time

Definitions:

Time is a dimension in which events can be ordered from the past to the present into the future in addition to measuring durations of events and the intervals between them.

Time management is process of planning and exercising conscious control over the amount of time spent in specific activities.

Advantages of time management:

- Enhance productivity
- Relate more positively to others and feel better about themselves
- Boosts confidence
- Motivates and Initiates
- Promotes Review
- Eliminates Cramming
- Reduces stress

Symptoms of time management problems:

- Lack of focus

- Over busy.
- Not achieving key results and missing deadlines.
- Feeling of running late and be more disorganized
- Overlooking of details and strained relationships
- Go from crisis to crisis.

Time waster:

It is something that prevents a person from accomplishing the job or achieving goals.

Time wasters can be divided into:

External time wasters and internal time wasters

1. External time wasters:

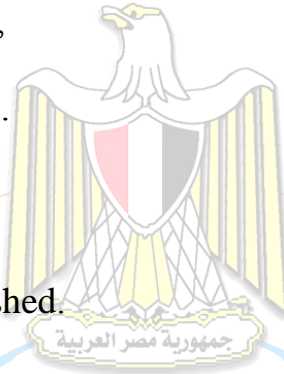
External time waster is any time waster that is totally outside of our control as:

- Telephone interruptions.
- Socializing
- Visitors.
- Meetings.
- Lack of information.
- Ineffective communication
- Lack of feedback.
- Lack of policies and procedures.
- Incompetent peers or subordinates
- Poor filing system.
- Understaffing.

II. Internal time wasters:

It is something easily to control as:

- Procrastination
- Failure to set goals and priorities.
- Ineffective delegation.
- A cluttered desk or mind.
- Lack of self-discipline.
- Inability to say “No.”
- Chatting with friends.
- Open-door policy.
- No time deadlines.
- Leaving tasks unfinished.
- Over involvement



Time management strategies:

There are three different strategies for time management:

1. Planning:

i. Setting priorities.

Establish A, B, C, and D priorities.

A: something which is important & urgent as crisis, deadlines

B: something which is important but not urgent as empowering others, recreation, creative activities.

C: something which is urgent but it is not important as E-mails, project.

D: something which is neither important nor urgent as trivial issues, surfing the net

Something	Important		
Urgent		Yes	No
	yes	A	C
	No	B	D

Table 2: A, B, C, D priorities

ii. Scheduling activities:

Keep in writing how much time is spent on a specific activity. Such time delineation focus attention on activity so that the task gets completed more efficiently and effectively.

iii. Establishing “to do” list.**Daily to do list**

Generate it at close of work or first thing each day

Updated continually

2. Organizing:

- Maintain normal routine every day
- Concentrate on one activity or task until it is accomplished.
- Use a daily time planner.
- Implement filing system
- Stick to your short, intermediate, and long- term goals
- Keep a neat desk.
- Face your desk away from the view of others

3. Implementing for control:**a. Avoid Procrastination:**

Procrastination is the tendency to put off to another time something that is important which had emotional and non-emotional reasons.

Techniques to stop procrastination:

- Break a large job into smaller tasks.
- Take advantages of your moods.
- Prevent over commitment.
- Be able to recognize it when it occurs.
- Determine if the task could or should be done by someone else.
- Establish deadlines and adhere to them.
- Reward yourself for doing things on schedule

b. Manage the telephone effectively:

- Have someone else takes your calls and handles them if possible
- Use voice mail and set aside time to return calls
- Handle all return calls at set times of the day

c. Makes your meeting effective:

- Prepare and announce an agenda before the meeting
- Arrive on time
- start and end the meeting on time
- Stick to the topics on the agenda
- Make decisions or come to conclusions

d. Learn to delegate:

- Delegate details that are time consuming
- Delegate activities that will help employees to develop
- Delegate jobs that employees can perform better than you.
- Select the appropriate person to do it

e. Handle people who drop in:

- Close your door for periods of time
- Stand up and remain standing until the visitor leaves
- meet long winded Persons at their work area, so you can leave when you are ready
- Train your boss and work group to respect your time

f. Stay on top of paperwork:

- Handle papers only once
- Write short notes directly on original documents and forward them to the person concerned
- Classify and sorting papers according to the importance.

Time management tools

- Time logs
- Time inventories
- Shift flow sheets
- Organizing calendars and to- do -list

Nurse's role in managing her time:

- Set priorities day-to-day
- Use planning tools to meet short term and long-term goals.
- Builds time for planning into the work schedule.
- Schedule your time appropriately
- Prevents and/or filters interruptions that prevent effective time management.
- Handles paperwork promptly and effectively
- maintain a neat work area and be organized
- Breaks down large tasks into smaller ones
- Respect your plans and stick with it till accomplished

- Manage your time according to your biological clock
- Reward yourself when your time management success.

Organizing

Time Allotted: 2 hours

Intended Learning Outcomes:

After the student has studied this lecture, he /she should be able to:

- Define organizing
- Enumerate the benefits of organizing
- State the steps of organizing
- Discuss the principles of organizing
- Discuss the major organizational concepts

Outlines:

- Definition of organizing
- Benefits of organizing
- Steps of organizing
- Principles of organizing
- Major organizational Concepts

Organizing

Introduction

The second managerial function is known as organizing. The organizing function is carried out once a plan, or an outline for how to achieve some organizational goal, is in place. Organizing is the most critical of managerial functions because of its ability to help or hinder an organizational plan and thus profoundly affect organizational success.

Definition

Organizing including grouping of activities for the purpose of achieving objectives, the assignment of each group to a manager with authority for supervising the group and the defined means for coordinating activities which are responsible for accomplishing organizational objectives

Formal Organization is the official organizational structure that top management conceives and builds.

Organizing is the management function that establishes relationships between activity and authority.

Benefits of Organizing

1. It clarifies the work environment so
 - Everyone understands what to do.
 - The type and limits of authority are determined.
2. It creates a coordinated environment so
 - Confusion is minimized.
 - Defines the interrelationships of the various work units.
 - Establishes guidelines for interaction among personnel.
3. It achieves the principle of unity of direction
 - One authority figure for each designated task of the organization.
 - The person is given the authority to coordinate all the plans concerning the task.

4. It establishes the chain of command

- The unbroken line of reporting relationships from the top to the bottom of the organization.
- Defines the formal decision making structure.
- Provides for the orderly progression for decision making and decision making communication.

Step of organizing

1. Reviewing Plans & Goals

2. Determining Work Activities

- ✓ Specialization or Division of Labor.
- ✓ Breaks down complex work into simple tasks.
- ✓ Disadvantage of specialization is that it is boring, creates absenteeism, safety issues, and quality may suffer.

3. Classifying & Grouping Activities

- ✓ Functional by departments.
- ✓ Geographical by territory.
- ✓ Product
- ✓ Customer

4. Assigning Work & Delegating Authority.

5. Designing a hierarchy of relationships

Principles of organization

1. **Unity of objectives:** Organizational goals, departmental goals, and individual goals must be clearly defined. All goals and objectives must have uniformity.

2 **Specialization:** The term specialization is related to work and employees. When an employee takes special type of knowledge and skill in any area, it is known as specialization.

3. **Coordination:** Coordination can be obtained by group effort that emphasize on unity of action.

4. **Authority:** Authority is the kind of right and power through which it guides and directs the actions of others so that the organizational goals

can be achieved. It is also related with decision making. It generally flows from higher level to lowest level of management.

5. Responsibility: the obligation to perform the duties and task is known as responsibility. Responsibility can't be delegated. It can't be avoided.

6. Delegation: Process of transferring authority and creation of responsibility between superior and subordinates to accomplish a certain task is called delegation of authority. Authority is only delegated, not responsibilities in all levels of management. The authority delegated should be equal to responsibility

7. Efficiency: resources must be used in effective manner. When the organization fulfill the objectives with minimum cost, it is effective. Organization must always concentrate on efficiency.

8. Unity of command: subordinates should receive orders from single superior at a time

9 Span of control: this principle helps to determine numerical limit if subordinates to be supervised by a manager.

10. Balance: the functional activities their establishment and other performances should be balanced properly. Authority, centralization, decentralization must be balance equally.

11. Communication: Communication is the process of transformation of information from one person to another of different levels. It involves the systematic and continuous process of telling, listening and understanding opinions ideas, feelings, information, views etc, in flow of information. Effective communication is important

12. Personal ability: Able employees can perform higher. Mainly training and development programs must be encouraged to develop the skill in the employees

13. Flexibility: organizational structure must be flexible considering the environmental dynamism.

14. Simplicity:, the structure if organization should be simple with minimum number of levels do that its member an understand duties and authorities.

Major Organizational Concepts

Authority is the formal and legitimate right of manager to make a decision, give orders, and allocate resources.

Line authority is the relationship between superior and subordinate.

Staff authority provides advice or technical assistance but has no direct control over the subordinates they assist.

Functional Authority permits staff managers to make decisions about specific activities performed by employees within other departments. Ex. HR may monitor new hires to adjust hiring practices.

Line Departments

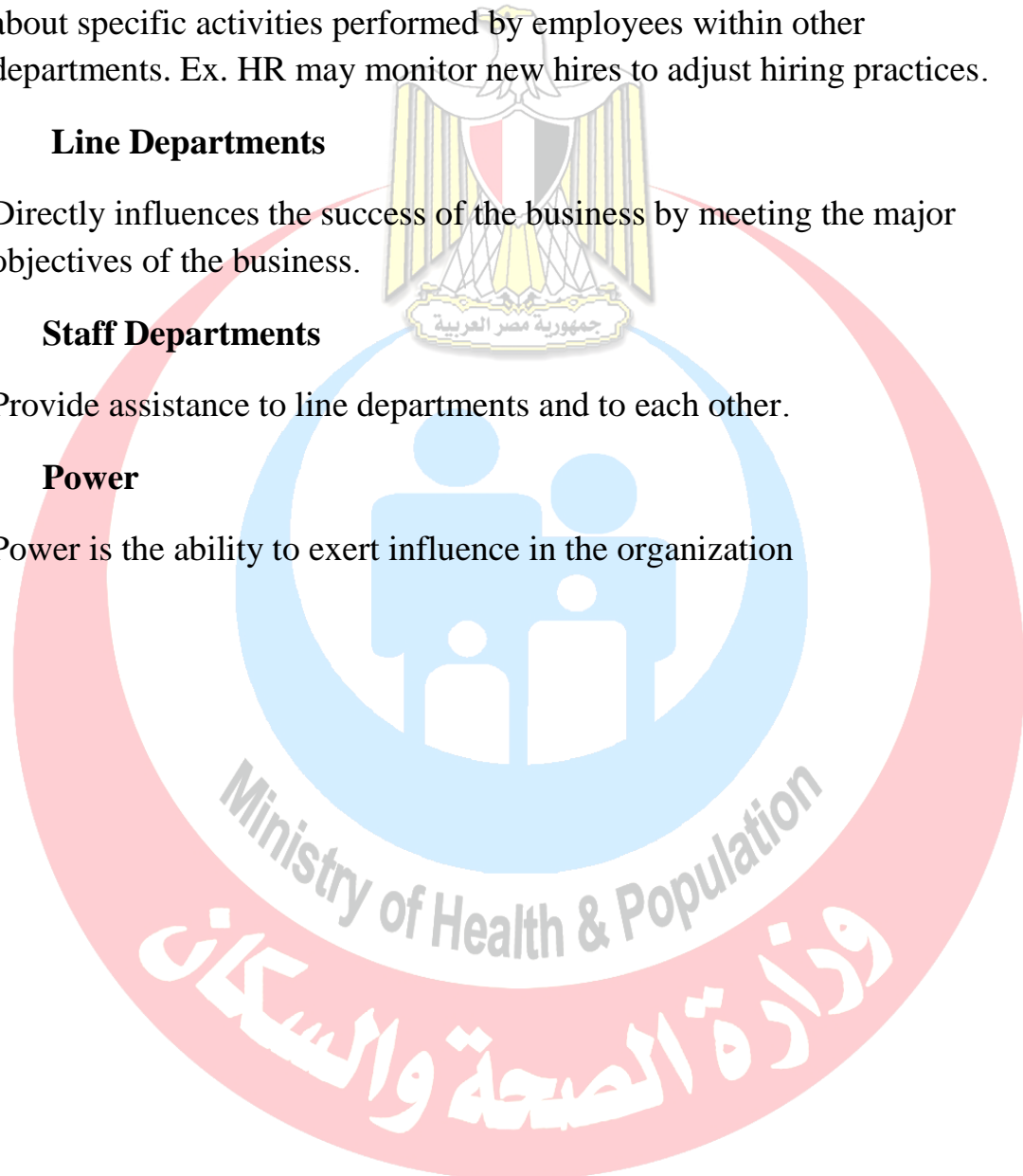
Directly influences the success of the business by meeting the major objectives of the business.

Staff Departments

Provide assistance to line departments and to each other.

Power

Power is the ability to exert influence in the organization



Nursing Care Delivery Models

Intended learning outcomes:

At the end of this lecture the student will be able to:

- Define Nursing Care Delivery Models.
- Enumerate purposes of assignment.
- List characteristics of good assignment.
- Differentiate among different nursing care delivery models

Outlines:

- Definition.
- Purposes of assignment.
- Characteristics of good assignment
- Different nursing care delivery models
- Choosing a nursing care delivery model
- Evaluation of nursing care delivery model



Nursing Care Delivery Models

Definition

Nursing Care Delivery Models

Show detail assignments, responsibility, and authority to accomplish patient care

Determine who is going to perform what tasks, who is responsible, and who makes decisions

Match number and type of caregivers to patient care needs

Purposes of nursing care assignment:

- To delegate the work to be done by nursing personnel
- Suggest appropriate procedure for nursing care with maximum efficiency with minimum effort
- Gain the cooperation of workers in the acceptance of work to be done
- Serve as work plan

Characteristics of Good Assignment:

- Meet employee and patients' needs and preferences.
- Written clearly, concisely and legibly.
- Posted in a place easily accessible.
- Should be related to previous assignments, in order to provide for
- Progressive learning experience.
- Done on weekly basis and adjusted daily to meet changes in patients'
- Needs or changes in nursing personnel.

I. Classic Nursing Care Models

1. Total patient care
2. Functional nursing
3. Team nursing
4. Primary nursing

The Case Method (Total patient care)

The case method permits one worker to give all care for the patient. In this method no gaps exist because the nurse knows what have been done and what should be done for the assigned patient. However, very often little continuity of care exists from shift to shift. The hospital needs large number of staff nurses to use this method of assignment. This method preferred to use in critical care units as coronary and intensive care units.

Advantages:

- High degree of autonomy
- Lines of responsibility and accountability are clear
- Patient receives holistic, unfragmented care

Disadvantages

- Each RN may have a different approach to care
- Not cost-effective
- Lack of RN availability

The Functional Method:

- Staff members assigned to complete specific tasks for a group of patients
- Evolved during World War II as a result of a nursing shortage
- Unskilled workers trained to perform routine, simple tasks
- Common use area—operating room

Advantages

- Care is provided economically and efficiently
- Minimum number of RNs required
- Tasks are completed quickly

Disadvantages

- Care may be fragmented
- Patient may be confused with many care providers

Team Nursing

- RN as team leader coordinates care for a group of patients
- Evolved in the 1950s to improve patient satisfaction
- Goal was to reduce fragmented care

- Common use areas—most inpatient and outpatient areas
- Caregivers feel unchallenged

Advantages

- High-quality, comprehensive care with a high proportion of ancillary staff
- Team members participate in decision making and contribute their own expertise

Disadvantages

- Continuity suffers if daily team assignments vary
- Team leader must have good leadership skills
- Insufficient time for planning and communication

Modular Nursing

- Modification of team nursing
- Patient unit is divided into modules or units with an RN as team leader
- The same team of caregivers is assigned consistently to the same geographic area
- Concept evolved to increase RN involvement in care

Advantages

- Continuity of care is improved
- RN more involved in planning and coordinating care
- Geographic closeness and efficient communication

Disadvantages

- Increased costs to stock each module
- Long corridors not conducive to modular nursing

Primary Nursing

- RN “primary nurse” assumes 24-hour responsibility for planning, directing, and evaluating care
- Evolved in the 1970s to improve RN autonomy
- Common use areas—hospice, home health, and long-term care settings

Advantages

- High-quality, holistic patient care
- Establish rapport with patient
- RN feels challenged and rewarded

Disadvantages

- Primary nurse must be able to practice with a high degree of responsibility and autonomy
- RN must accept 24-hour responsibility
- More RNs needed; not cost-effective

Partnership Model

(Co-Primary Nursing)

- RN is partnered with an licensed practical nurse/licensed vocational nurse (LPN/LVN) or nursing assistant to work together consistently
- Modification of primary nursing to make more efficient use of the RN

Advantages

- More cost-effective than primary nursing
- RN can encourage training and growth of partner

Disadvantages

- RN may have difficulty delegating to partner
- Consistent partnerships difficult to maintain due to varied schedules

II. Modern Nursing care models

Case Management

- First introduced in the 1970s by insurance companies
- Hospitals adopted the model in the 1980s
- Value demonstrated through research
- Components include:
 - Assessment, planning, implementation, evaluation, and interaction
- Variations are found in most health care organizations

- Reserved for chronically ill patients, seriously ill patients, or long-term, expensive cases
- RN assumes a planning and evaluative role; usually not responsible for direct-care duties
- Supplemental form of care delivery; does not replace direct-care model
- Coordinates the patient's care throughout the course of an illness from a payer or facility perspective
 - Employee of the payer (external case management)
 - Employee of the health care facility (internal case management)

Clinical Pathways

Delineate a predetermined written plan of care for a particular health problem

- Specify desired outcomes and transdisciplinary intervention
- Address a common medical diagnosis
- Dictate the type and amount of care given and thus have financial implications

Clinical Pathways Terminology

- Patient outcomes
- Transdisciplinary intervention
- Variance
- Trigger

Clinical Pathways essential Components

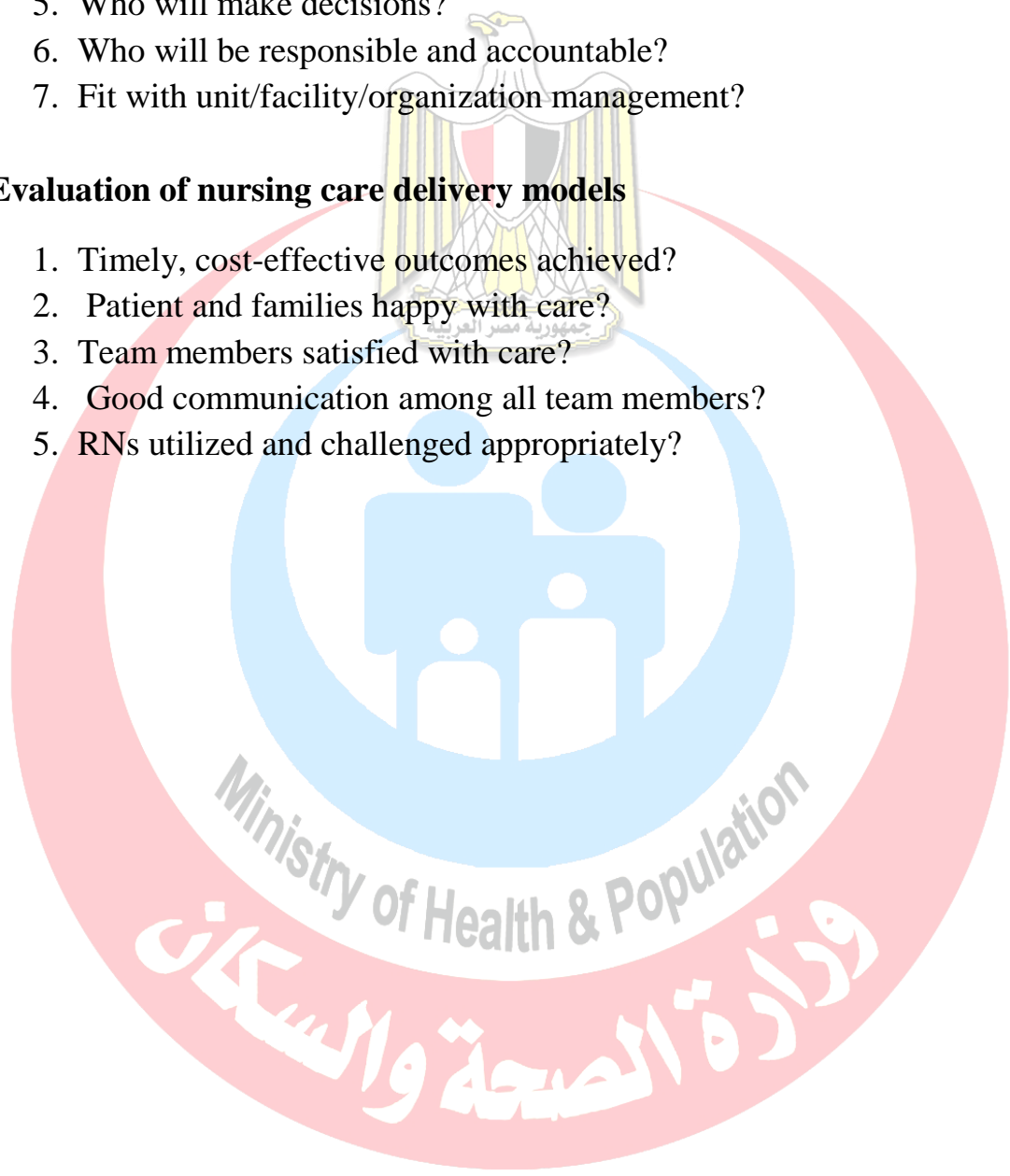
- Consults
- Laboratory and diagnostic tests
- Treatments
- Medications
- Safety
- Self-care activities
- Nutrition
- Patient and family education
- Discharge planning
- Triggers

Choosing a nursing care delivery model

1. What staff mix is required?
2. Who should make work assignments?
3. Work assigned by task? By patient?
4. How will communication be handled?
5. Who will make decisions?
6. Who will be responsible and accountable?
7. Fit with unit/facility/organization management?

Evaluation of nursing care delivery models

1. Timely, cost-effective outcomes achieved?
2. Patient and families happy with care?
3. Team members satisfied with care?
4. Good communication among all team members?
5. RNs utilized and challenged appropriately?



Staffing

Time allotted: 2 hours

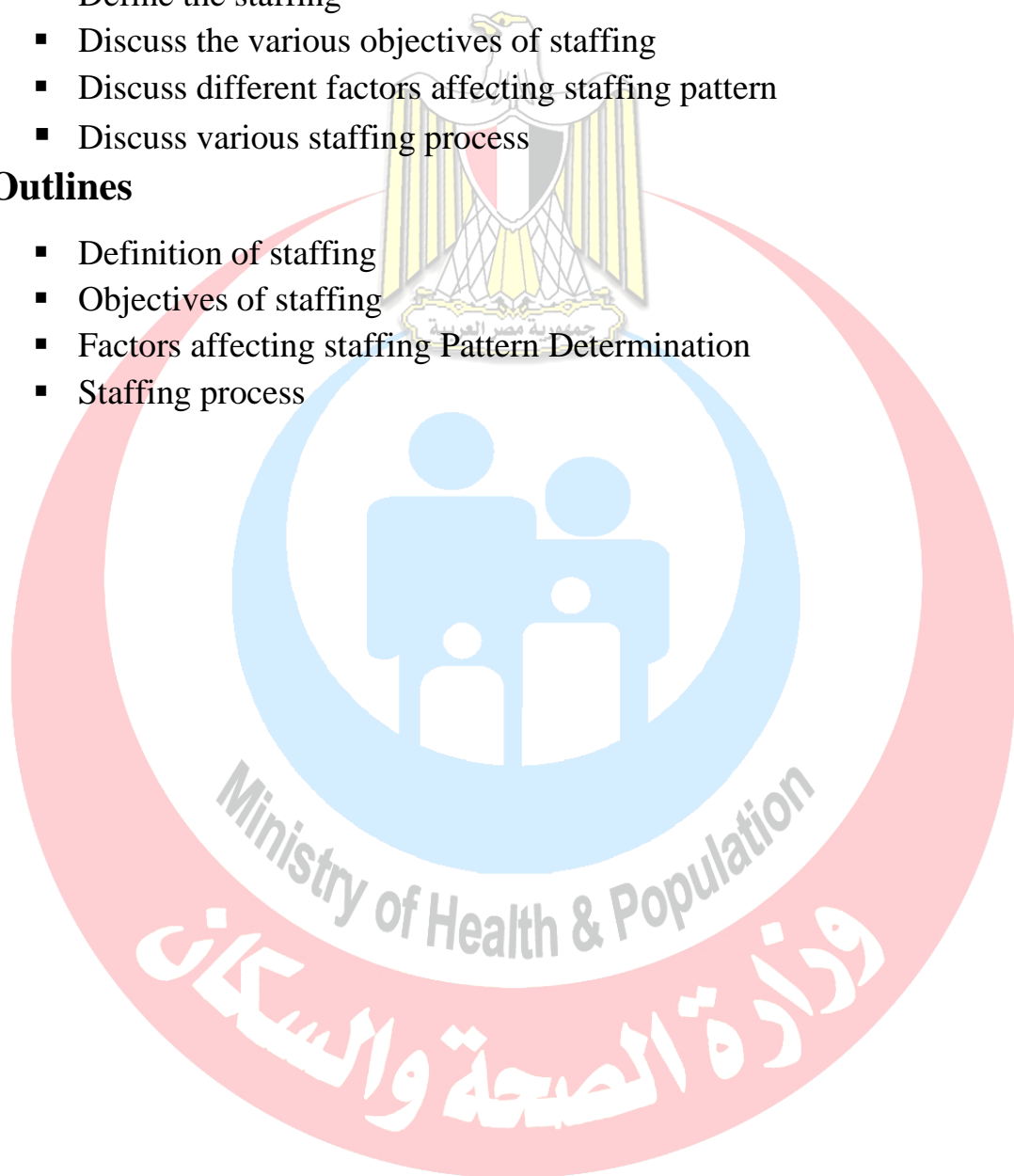
Intended Learning Outcomes

By the end of this lecture the student will be able to:

- Define the staffing
- Discuss the various objectives of staffing
- Discuss different factors affecting staffing pattern
- Discuss various staffing process

Outlines

- Definition of staffing
- Objectives of staffing
- Factors affecting staffing Pattern Determination
- Staffing process



Staffing

Introduction

The managerial function of staffing involves manning the organization structure through proper and effective selection, appraisal and development of the personnel to fill the roles assigned to the employers/workforce

"Staffing means filling and keeping filled positions in the organisation structure."

Definition of staffing

Staffing is process of determining and providing the acceptable number and mix of nursing personnel to produce a desired level of care to meet the patient's demand for care

Staffing means filling positions in the organization structure through identifying work force requirements, inventorying the people available, recruitment, selection, placement, promotion, appraisal, compensation and training of needed people

Objectives of staffing

1. Establish a balance between the nursing staff available with the manpower required, according to the number of patients and their care needs
2. Summarize the data on actual versus required staff
3. Improve staff morale, job satisfaction and quality care with decrease in turnover and vacancies
4. Evaluate staffing practices periodically
5. Recruit qualified personnel
6. Utilize skills of manpower to their fullest
7. Provide new employees with orientation period
8. Develop personnel policies that attract and provide effective staff member

Factors Affecting Staffing

Internal Factors

- Internal environment
- Promotion policy
- Future growth plans of organization
- Technology used
- Support from top management
- Image of organization

External Factors

- External environment
- Labor law
- Pressur from socio-political group
- Competition
- Educational standards
- Other external factors

Staffing Process

1. Manpower planning
2. Recruitment
3. Selection
4. Orientation and Placement
5. Training and Development
6. Remuneration
7. Performance Evaluation
8. Promotion and transfer

1. Manpower Planning

Manpower Planning which is also called as Human Resource Planning consists of putting right number of people, right kind of people at the right place, right time, doing the right things for which they are suited for the achievement of goals of the organization

Steps in Manpower Planning

1. Analysing the current manpower
 - Type of organization

- Number of departments
 - Number and quantity of such departments
 - Employees in these work units
2. Making future manpower forecasts -
 - Expert Forecasts
 - Trend Analysis
 - Work Load Analysis
 - Work Force Analysis
 3. Developing employment programmes
 4. Design training programmes

Importance of manpower planning

- Key to managerial functions
- Efficient
- Motivation
- Better human relations
- Higher productivity

Obstacles in manpower planning

- Under Utilization of Manpower
- Degree of Absenteeism
- Lack of Education and Skilled Labour
- Manpower Control and Review

II. Recruitment

Types of Recruitment

1. **Internal Recruitment-** is a recruitment which takes place within the concern or organization. Internal sources of recruitment are readily available to an organization.

a)Transfers

b)Promotions

c)Re-employment of ex-employees

2. **External Recruitment-** External sources of recruitment have to be solicited from outside the organization. But it involves lot of time and money.

- a)Employment at factory level
- b)Advertisement
- c)Employment exchanges
- d) Employment agencies
- e)Educational Institutions
- f)Recommendations
- g)Labor contractors

III. Employee Selection Process

Employee Selection is the process of putting right men on right job. It is a procedure of matching organizational requirements with the skills and qualifications of people.

Selection process are consists of interview, tests and assessment centers

1. Interviews

Every employee hired or promoted by a company is interviewed by one or more people.

2. Tests

Primary aim of testing is to obtain data about applicants that help predict their probable success as managers.

Some of the commonly used tests-

Intelligence tests

Proficiency and aptitude tests

Personality tests

3. Assessment Centers

A technique for selecting and promoting employees.

The usual center approach is to have candidates take part in a series of exercises.

During this period, they are observed and assessed by psychologists or experienced managers.

A typical assessment center-

- a) Various psychological tests
- b) Management games
- c) "In-basket" exercises

IV. Placement

Once the candidates are selected for the required job, they have to be fitted as per the qualifications .

Placement is said to be the process of fitting the selected person at the right job or place, i.e. fitting square pegs in square holes and round pegs in round holes.

Once he is fitted into the job, he is given the activities he has to perform and also told about his duties.

V. Orientation

During Orientation employees are made aware about the mission and vision of the organization

Generally the information given during the orientation programme includes-

- ☐ Employee's layout
- ☐ Type of organizational structure
- ☐ Departmental goals
- ☐ Organizational layout
- ☐ General rules and regulations
- ☐ Standing Orders
- ☐ Grievance system or procedure

VI. Training of employees

Training of employees takes place after orientation takes place. Training is the process of enhancing the skills, capabilities and knowledge of employees for doing a particular job .

Training process moulds the thinking of employees and leads to quality performance of employees. It is continuous and never ending in nature.

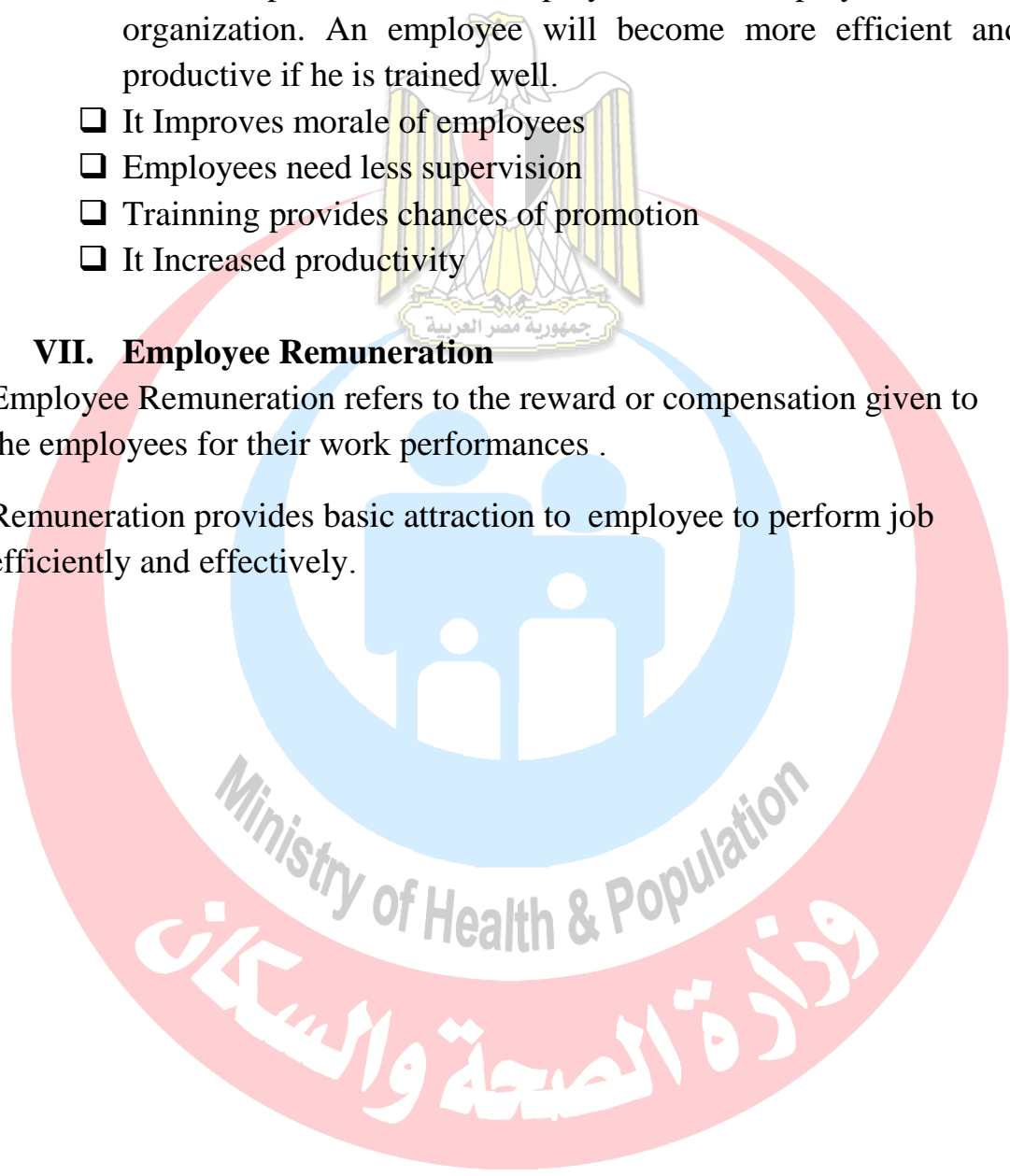
Importance of Training

- ☐ Training is crucial for organizational development and success .
- ☐ It is helpful to both employers and employees of an organization. An employee will become more efficient and productive if he is trained well.
- ☐ It Improves morale of employees
- ☐ Employees need less supervision
- ☐ Training provides chances of promotion
- ☐ It Increased productivity

VII. Employee Remuneration

Employee Remuneration refers to the reward or compensation given to the employees for their work performances .

Remuneration provides basic attraction to employee to perform job efficiently and effectively.



Scheduling

Intended Learning Outcomes

After the student has studied this lecture, he/ she should be able to

- Define scheduling
- Identify goals of scheduling
- Enumerate steps for scheduling
- Explain principles of Scheduling
- Discuss the different types of scheduling
- Differentiate among different types of scheduling
- Discuss the various criteria for evaluating scheduling system

Outlines

- Definition of scheduling
- Goals of scheduling
- Steps for scheduling
- Principles of scheduling
- Types of scheduling
- Criteria for evaluating Scheduling system

Scheduling

Introduction

Scheduling is a control measure of staffing function. Appropriate work scheduling is a prerequisite for successful nursing operations, because patterning of working – nonworking hours directly affects employee productivity, work satisfaction, and job tenure

Definition

Scheduling is a planning patterns of on-off duties hours for employees in a particular unit

Goals of scheduling

1. Giving optimal nursing care through the twenty four hours period of the day
2. Working according the policy
3. Utilizing experience and skills of nurses to the best advantages
4. Maintaining high morale of nurses
5. Organizing work in the unit and prevent confusions
6. Defining responsibilities of personnel

Steps of Scheduling

1. Analyze the unit's work flow.
2. Determine hours of maximum and minimum workload.
3. Determine a pattern of on-off duty hours
4. Plan each employee's work hours for four to eight weeks
5. check the completed schedule for errors as name omitted, requested and approved holidays, inadequate number of personnel, improper mix of personnel for specific hours of the day

6. Secure approval of the proposed time schedule from the nursing director
7. post time schedule to notify employees of assigned duty several week in advance and
8. Update the schedule daily to adjust staff numbers to continually changing nursing workload.

Principles of Scheduling

1. Schedule should be planned to meet needs of each rotation
2. Schedule must balance the needs of both patients and nursing personnel
3. The nurse manager should use organizational goals and patients classification tools to minimize understaffing and overstaffing
4. After making out schedule, changes should be kept at a very minimal
5. Each nurse must be assured that her assigned duty shift will not be changed, unless an extreme emergency arise and only with permission
6. No accumulation of days off, to insure adequate rest and relaxation for staff members
7. Overlapping time should be kept between shifts to provide chance for shift report
8. There should be day apart between head nurse and assistant head nurse days off
9. Head nurse is rarely off duty on Saturday
10. A day off is given after night shift

Types of scheduling

I. Centralized scheduling:

The schedule is done by the upper manager for all nurses in all departments manually or by computer.

Advantages

1. Fairness to employees through consistent, objective, and impartial application of policies and opportunities for cost containment through better use of resources.
2. Relieves nurse managers from time-consuming duties, freeing them for other activities.
3. Computer can be used for centralized scheduling.
4. It leads to
 - -Cost-effectiveness through the reduction of clerical staff and
 - -Better use of professional nurses by decreasing the time spent in non-patient care activities;
 - -Unbiased, consistent scheduling;
 - -Equitable application of agency policy;
 - Developed in advance so employees know what their schedule are and can plan their personal live accordingly.

Disadvantage

1. Lack of individualized treatment of employees is a chief complaint

II. Decentralized scheduling

When managers are given authority and assume responsibility, they can staff their own units through decentralized scheduling.

Advantages

- Personnel feel that they get more personalized attention with decentralized scheduling.
- Staffing is easier and less complicated when done for a small area instead of for the whole agency.
- Managers can work together to solve chronic staffing problems.

Disadvantages:

- Some staff members may receive individualized treatment at the expense of others.
- Work schedules can be used as a punish-reward system.
- Because it is consuming time, takes managers away from other duties or forces them to do the scheduling while off duty.
- It may use resources less efficiently and consequently make cost containment more difficult.

III. Alternating or rotating work shifts

- ☐ Some nurses may work all three shifts within 7 days.
- ☐ Create stress for staff nurses.
- ☐ Body rhythms need time to adjust to the discrepancy between the person's activity cycle and the new demands of the environment.
- ☐ it effect the health of nurses and the quality of their work. Fore Example Anorexia, digestive disturbances, disruption in bowel habits, fatigue, and error proneness.

IV. Permanent shift

Advantages:

1. Permanent shift relieve nurses from stress and health related problems associated with alternating and rotating shifts.
2. Provide social, educational, and psychological advantages.
3. Staff can participate in social activities.
4. They can continue their education by planning courses around their work schedules.
5. Child care arrangement can be stable.
6. Fewer health problems and less tardiness, absenteeism, and turnover.

Disadvantages

1. Managers may have difficulty in evaluating the evening and night shifts.
2. The staffs of permanent shift not develop an appreciation for the workload or problems of other shifts.

V. Block, cyclical, scheduling

Block or cyclical, scheduling uses the same schedule repeatedly. The schedule repeats itself every 6 weeks.

Advantages

1. Personnel know their schedules in advance and consequently can plan their social life.
2. Absenteeism will be less.
3. Establish stable work groups and decrease floating, thus promoting team spirit and continuity of care.

VI. Eight hour shift in a five day workweek

5-day, 40-hours workweek

The shift usually 7am to 3:30pm, 3pm to 11:30pm, and 11pm to 7:30 am and a half hour overlap time between shifts to provide continuity of care.

VII. Ten hour shift in Four day workweek

The main problem was fatigue. The long weekends and off were attractions. There is time to finish work, peak workloads can be covered, and there is decreased overtime and decreased costs.

VIII. Twelve-hour shift in seven day workweek

The better use of personnel lower staffing requirements; this consequently

- Lowers the cost per patient day.

- Fewer communication gaps and better continuity of care. Improved nurse-patient relations,
- Job satisfaction and morale.
- Working relations are improved.
- Team development is possible.
- No blames for problems.
- Total time off is increased, with an increased usefulness for other duties.
- Travel time is reduced.
- Overtime pay has been of some concern.

Criteria for evaluating Scheduling system

- **Coverage:** The number of nurses (by skill class) assigned to be on duty is in relation to some minimum number of nurses required.
- **Quality:** a measure of schedule desirability as judged by the nurse who will have to work it
- **Stability:** A measure of the extent to which nurses know their future days off and on duty and the extent to which they feel that their schedules are consistent
- **Flexibility:** the ability of a scheduling system to handle changes
- **Fairness:** A measure of the extent to which nurse perceives that she exerts the same amount of influence upon the scheduling system as others
- **Cost:** The resources consumed in making the scheduling

Directing

- **Time allotted** : 2 hours

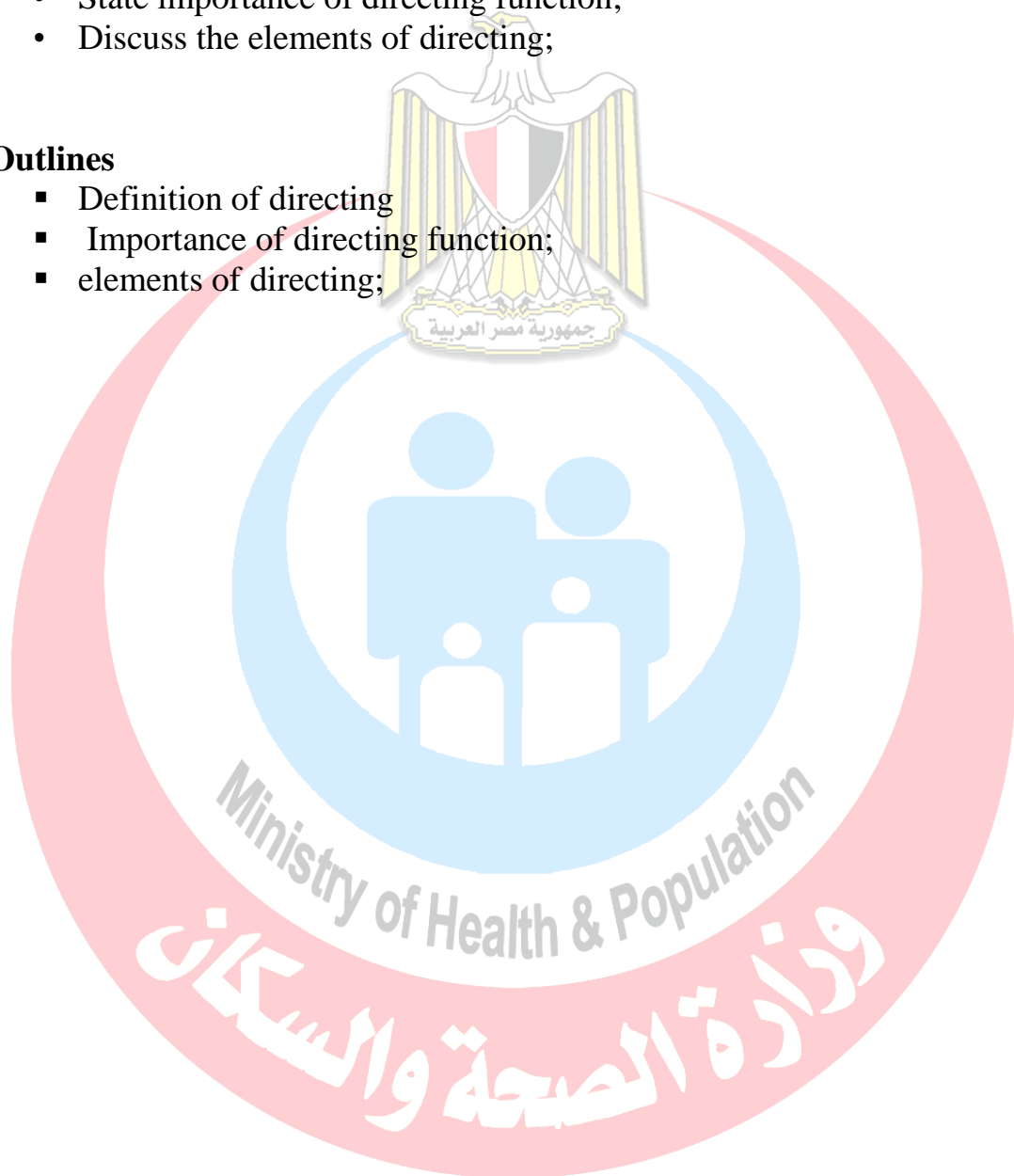
Intended Learning Outcomes

After studying this lecture, you will be able to:

- State importance of directing function;
- Discuss the elements of directing;

Outlines

- Definition of directing
- Importance of directing function;
- elements of directing;



Directing

Introduction

Directing is the fourth managerial function. The managerial function of directing is like the activities of a teacher in a classroom. In order to teach, a teacher has to guide his students, maintain discipline, inspire them and lead them to the desired goal. It is a very important function in the management of any enterprise. It helps the managers in ensuring quality performance of jobs by the employees and achievement of organizational goals. It involves supervision, communication and motivating them to contribute to their best of capability and providing leadership to the subordinates.

Definition of directing

Directing is concerned with instructing, guiding, supervising and inspiring people in the organization to achieve its objectives. It is the process of telling people what to do and seeing that they do it in the best possible manner.

The directing function involves:

- telling people what is to be done and explaining to them how to do it;
- issuing instructions and orders to subordinates to carry out their assignments as scheduled;
- supervising their activities;
- inspiring them to meet the managers expectation and contribute towards the achievement of organizational objectives.
 - Providing leadership.

Importance of directing

Directing is useful as:

- It guides and helps the subordinates to complete the given task properly and as per schedule.
- It provides the necessary motivation to subordinates to complete the work satisfactorily and strive to do those best.
- It helps in maintaining discipline and rewarding those who do well.
- Directing involves supervision, which is essential to make sure that work is performed according to the orders and instructions.
 - It helps to integrate the various activities and the individual goals with organizational goals.
- Directing involves leadership that essentially helps in creating appropriate work environment and build up team spirit.

Elements of directing

Communication, Supervision, Motivation and Leadership are the four essential elements of directing.

In the subsequent sections the nature and significance of each of these components will be discussed

Organization communication

Documenting Patient care

Time allotted: 2 hours

Intended learning outcomes

After the student has studied this lecture, he/ she should be able to:

- Define what is meant by documentation.
- Identify purpose of documentation.
- Discuss principles of documentation
- Discuss the different responsibilities of nurse
- State the components of documentation.
- Define what is meant by recording.
- Discuss what is meant by patient's clinical records.
- List importance of recording.
- Enumerate the types of records.
- Differentiate among the different types of records that could be used in nursing unit.
- Distinguish among different types of record used in the nursing office.

Outlines

- Definition of documentation.
- Purpose of documentation.
- Principles of documentation
- Responsibilities of the nurse
- Components of documentation.
- Definition of recording.
- Definition of patient's clinical records.
- Importance of recording.
- Types of records.
- Types of records used in nursing unit.

- Types of records used in nursing office.

Documenting patient care

Introduction

Documentation is considered as a vital communication tool among healthcare professionals. Nursing documentation is an integral part of clinical documentation and is a fundamental nursing responsibility. Good documentation ensures continuity of care and supports evaluation of patient care. Nurses must balance clinical documentation with respect to legal imperatives. Accurate and complete documentation of client's symptoms and observations is critical to proper treatment and management. Entries documented on a client's clinical record are a legal and permanent document.

Definition

Nursing documentation is any written or electronically generated information that describes the care or service provided to a particular client or group of clients.

Through documentation, nurses communicate to other healthcare professionals their observations, decisions, actions and outcomes of care. Documentation is an accurate account of what occurred and when it occurred.

Purpose of documentation

1. To facilitate communication
2. To promote good nursing care
3. To meet professional and legal standards

Principles of documentation

In the process of documentation, the nurse needs to consider the following:

1. Enforce local policies and procedures or protocols of documentation at practice setting and that nurse follows these at all times.
2. Ensure clear, concise, accurate, complete, objective, legible and timely documentation to fulfil both clinical and legal imperatives.

3. Exercise professional judgment and apply knowledge and skills in the given situation.

Responsibilities of the nurse

1. The nurse understands his/her accountability for documenting on the clinical record the care he/she personally provides to the clients.
2. The nurse documents the care process including information or concerns communicated to another health care provider.
3. The nurse documents all relevant information about clients in chronological order with date and time.
4. The nurse carries out comprehensive, in-depth and frequent documentation when clients are acutely ill, high risk or have complex health problems.
5. The nurse documents timely the care he/she provides.
6. The nurse corrects any documentation error in a timely and forthright manner.
7. The nurse remarks any late entry, if indicated, with both date and time of the late entry and of the actual event.
8. The nurse indicates his/her accountability by adding his/her signature and title as approved by his/her organization to each entry and correction he/she makes on the clinical record.
9. The nurse safeguards the privacy, security and confidentiality of clinical record by appropriate storage and custody.
10. The nurse updates himself/herself with contemporary documentation knowledge.

Components of documentation

Recording and reporting are key components of documentation.

Recording

Definition

Records are hospital administrative tools used in collecting data directed towards the attainment of the objective of its sections and department.

Definition of patient's clinical records

- A patient's clinical record is the comprehensive collection of data that describes a patient's condition, health care needs, health care services received, and response to care.
- An authoritative and summarized narrative of patient's hospitalization from admission to discharge (or death).
- It is a written account of all significant clinical information pertaining to a patient.

Importance of records

Provide a basis of communication between physicians and others participating in the patient care such as nurses.

Serve as a basis for planning individualized patient care.

Provide a document for the care given to the patient during each hospitalization.

Serve as a basis for analyzing, studying and evaluating the quality of care given.

Assist in protecting the legal interests of patient, hospital physicians, and health care providers.

Provide clinical data for use in research and education.

Provide continuity of patient care on subsequent admission of the patient.

Types of records

There are two types of records used in hospital

I. Records in common use by nursing unit

1. Patient's record
2. Assignment record
3. Time planning record
4. Census record
5. Inventory record
6. Narcotic record; medication records

II. Records in common use by nursing office

1. Master record of nursing hours
2. Attendance record
3. Personnel record
 - Employment record
 - Evaluation record

I. Nursing unit records

1. Patient clinical record

It is an orderly written record; include comprehensive, collected data that describes

- Patient condition
- Health care needs
- Health care services and
- Response to care

This record should be arranged in chronological order from the current data back to the data of admission.

It includes

- a. Admission and discharge records,
- b. History of physical examination
- c. Progress notes.
- d. Physician's orders
- e. Graphic records
- f. Other records
 - ✓ Consultation report
 - ✓ Test result report
 - ✓ Transfusion record

The other part of clinical record should include nursing documentation as

- ☐ Nursing progress notes
- ☐ Nurses notes and
- ☐ Medication administration record.

a. **Nurse's progress notes:** It includes

- Patient condition;
- Complain;
- Identified problems;
- Interventions and
- Patient response to care

b. **Nurse's notes** begin with the admission of the patient to the unit and should include:

- Date, time and manner of admission (wheel chair, crutches, etc.).
- Statement of apparent condition of the patient.
- Record of symptoms noted.
- Treatment initiated.
- Time and type of specimens
- Signature by nurse who rendered to service.

Importance of nurse's notes:

- Provide an accessible form, which may be readily consulted and followed by nurses.
- It transfers responsibility from the nurse to other
- It makes it possible to review readily and quickly the patient's condition and all records for patient care.

c. **Medication administration record (MAR)**

It is an ongoing record on which the nurse documents medications administered to a patient. Each administration is recorded by

- Date, time,
- Medication name,
- Dose
- Route and
- frequency

2. Assignment records

Is the second record in the nursing unit, is used for delegation of the responsibilities to the health personnel in the unit

The record includes:

- Name of the head nurse, charge nurse or team leader.
- Name and position of nursing personnel assigned duties during the shift.
- Name of the patient, diagnosis, nursing care needed or special treatment, investigation to be done.
- List of special assignments.
- Time and place of conference or meeting.

3. Time planning record

It is weekly or monthly record, which indicates the planned coverage of the nursing personal for each nursing unit.

The form should include

- Name of all personnel on the unit
- The working hours of different shifts assigned to each nurse including days off.
- The floating charge nurse to substitute any non-attended nurse at any shift
- Hours of conference or meeting

4. Patient census record

It is a daily record for each unit to calculate the total number of patients in different in the hospital.

The form includes the following

- Number of beds on each unit;
- Number of patients.

5. Inventory records

It is used for obtaining the needed equipment and supplies to be used in the nursing unit.

It includes:

- The needed type of equipment
- Unit number
- Unit
- Date and
- signature

6. Narcotic drug record:

Document used in case of administering narcotics according to organization regulation.

III. Records used in nursing office:

It includes three types of records namely

1. Master record of nursing hours
2. Attendance record
3. Personnel record

1. Master record of nursing hours

This record derived from the daily time record of the nursing units; should show the distribution of the hours assigned to be worked by each category of nursing personnel in the hospital.

2. Attendance record

It is used to determine the attendance and absence of nursing personnel. Every nurse should sign and write the exact time of her attendance.

3. Personnel record

- It is concerned with information about each individual nurse. It consists of employment and evaluation record.

The file should include the following

- Application blank
- Interview form

- Reference findings
- Health status – physical examination
- Employee performance appraisal
- Salary status
- Employment change
- Disciplinary action
- Accident and incident reports
- Educational achievement
- Staff activity



Reporting

Time allotted: 2 hours

Intended learning outcomes

After the student has studied this lecture, he/ she should be able to:

- Discuss what is meant by reporting.
- List the purpose of reporting.
- Describe the characteristics of effective reports.
- Distinguish among the intradepartmental and interdepartmental reports.
- Differentiate among the different types of reports that could be used in the nursing department.
- Define what is meant by shift report.
- State the content of shift report.
- Discuss what is meant by daily conditional report.
- Define what is meant by incident report.

Outlines

- Introduction.
- Definition of reporting.
- Purpose of reporting.
- Characteristics of effective report.
- Types of reports.
- Intradepartmental report
 - Shift report.
 - Daily conditional report.
 - Incident report.
 - Report of complaint
 - Report indicating negligence
 - Reports for requisition
- Interdepartmental report.

Reporting

Definition

Reporting is the verbal, written, or computer-based communication intended to convey information to others.

It is the exchange of information between health care providers regarding a patient's health status, needs, treatments, outcomes, and responses.

Reporting is one way of conveying factual information. It can be written or oral report

Written report is summary of pertinent information about patient's condition and the activities which are related to their care

Written reports are preferable because it is more comprehensive and can be kept

Written reports should be clearly written in ink and signed, with full name beside signature

Oral Report can be given when the information is of immediate use and not for permanency. May be based on materials included in written reporting

Oral reports should be on an unhurried, clear and audible voice.

Purpose of reporting

- To communicate information to a person or group of people.
- To convey information based on factual materials.
- To provide better continuity of care among nursing caring for patients.
- To give a scope of activities within the department.
- To convey pertinent information that will help staff members or individuals (physician, family) understand the current status of the patient under discussion.

Characteristics of effective report:

- Accurate, clear, precise, comprehensive and concise.
- Appropriateness and understandable language.
- Use acceptable abbreviations only.
- Data and timely.

Types of reports

There are two types: intradepartmental and interdepartmental.

The intradepartmental reports

Intradepartmental reports are those exchanged between members of different categories within the nursing service department, as the head nurse and the nursing service director.

Intradepartmental reports includes three types: Shift report, daily conditional report, and incident report.

1. Shift report

1. It is an oral and written report given by the head nurse on one shift to the head nurse and all members of the coming shift.
2. It is exchanged at the beginning of the oncoming shift.
3. It is written summaries of pertinent information about patient's condition and activities related to their care.

Shift report:

The shift report occurs at the end of each shift. Nurses report information about their assigned patients to nurses working on the next shift. It is should be given efficiently.

During shift report information given by the on-duty charge nurse to all nursing personnel coming on duty. The face-to-face report allows the listener to ask questions during the reporting. The more detailed report is often given at bedside. Patients as well as nurses, may participate in the exchange of information.

Content of shift report:

- Room number, patient name, age, gender, hospital day, and post-operative day.

- Patient census.
- Attending physician's name
- Patient's medical and nursing diagnosis.
- Admission, discharge and transfers.
- New orders concerning therapies or medication.
- Dietary modification and fluid orders.
- Patient's response to therapies, nursing actions, or special medications or intravenous treatments.
- Nursing diagnosis problems or recent changes in the patient's health status.
- Safety restraints, dressings, or tubing inserted.
- Instructions to the patient and family.
- Visits made by the attending physician, consultant, or other health care personnel in relation to the special needs of patient.
- Times when a patient must be absent from the room to go to other departments for special treatments or diagnostic studies.
- Patient transfer to another room or facility, or patient discharge.
- Description of impending death and emergency measures taken, including significant others present or notified, and the time the physician pronounced death.
- Report about the critically ill patient.
- Summary of the patient's condition at present, and any changes since the previous report:
 - Patient's complaint.
 - New or changed signs and symptoms.
 - Current vital signs.
 - Fluid intake and output.
 - Special equipment used by the patient.

- Wound condition.
- Drainage from body cavities or tubes, urination, passage of flatus.
- All pertinent nursing care.
- Mental status and level of consciousness.
- Changes in patient's condition.

2. Daily condition report

Daily condition report is a report about the unit/ward to the nursing office. It is a concise summary of the conditions and the therapeutic plans for a specified group of patients, and is written by the head nurse close to the end the shift.

Content of daily condition report

- All patients admitted, discharged, transferred or deaths within the last 24 hours.
- Patients prepared for operative today, who have had operations within the last twenty-four hours,
- Brief report on the condition of seriously ill patients.
- Patients with elevations in temperature above a specific reading.
- Preoperative and postoperative patients.
- Patients on the critical or danger list.
- Patients having painful or special treatment.
- Patient exposed to emergency conditions as insulin, shock, hemorrhage, evisceration, and convulsions.
- Depressed or suicidal patients.

3. Incident report:

Definition

Incident report is report on unplanned or unexpected occurrence that could potentially affect a patient, family member, or staff.

It is a tool used by health care agencies to document the occurrence of anything out of the ordinary, which might be harmful or potentially harmful to a patient, employee, or visitor.

Incident report can be used for any injury, errors in treatment or medication administration, or loss or damage to a patient, nurse, or organization's property. Falls, burns, and medication errors are the most common incidents in a hospital.

The form should include

- Date, exact time and place of the occurrence.
- Patient identified by name, initials, and hospital or identification number.
- Person(s) involved in the occurrence.
- Description of the incident as seen, even if nurse impressions differ from those of others. She shouldn't record her judgments, conclusions, or assumption, about what occurred.
- Exact details, in time sequence, what happened, and the consequences for the persons involved.
- Accurate and objective description of the exact occurrences witnessed or first seen after the incident
- Record of nurse actions to provide care, and results of her assessment for injuries or client complaints.
- All witnesses to the incident.
- Any equipment identified by number, and any medication identified by name and number.
- Any circumstances surrounding the incident.
- Record of the time and name of the supervisor/physician notified.

4. Report of complaint

Serious of complaints which is couldn't be handled by the ward personnel are reported to the nursing office

The form should include the following:

- Statement of complaint;
- Justification as seen by the nurse;

- Measures taken to overcome the dis-satisfaction
- The results
- Date and signature

5. Report indicating negligence

It is a report which includes:

- Carelessness or
- Disregarding of regulations on the part of a member of the nursing personnel to the nursing office

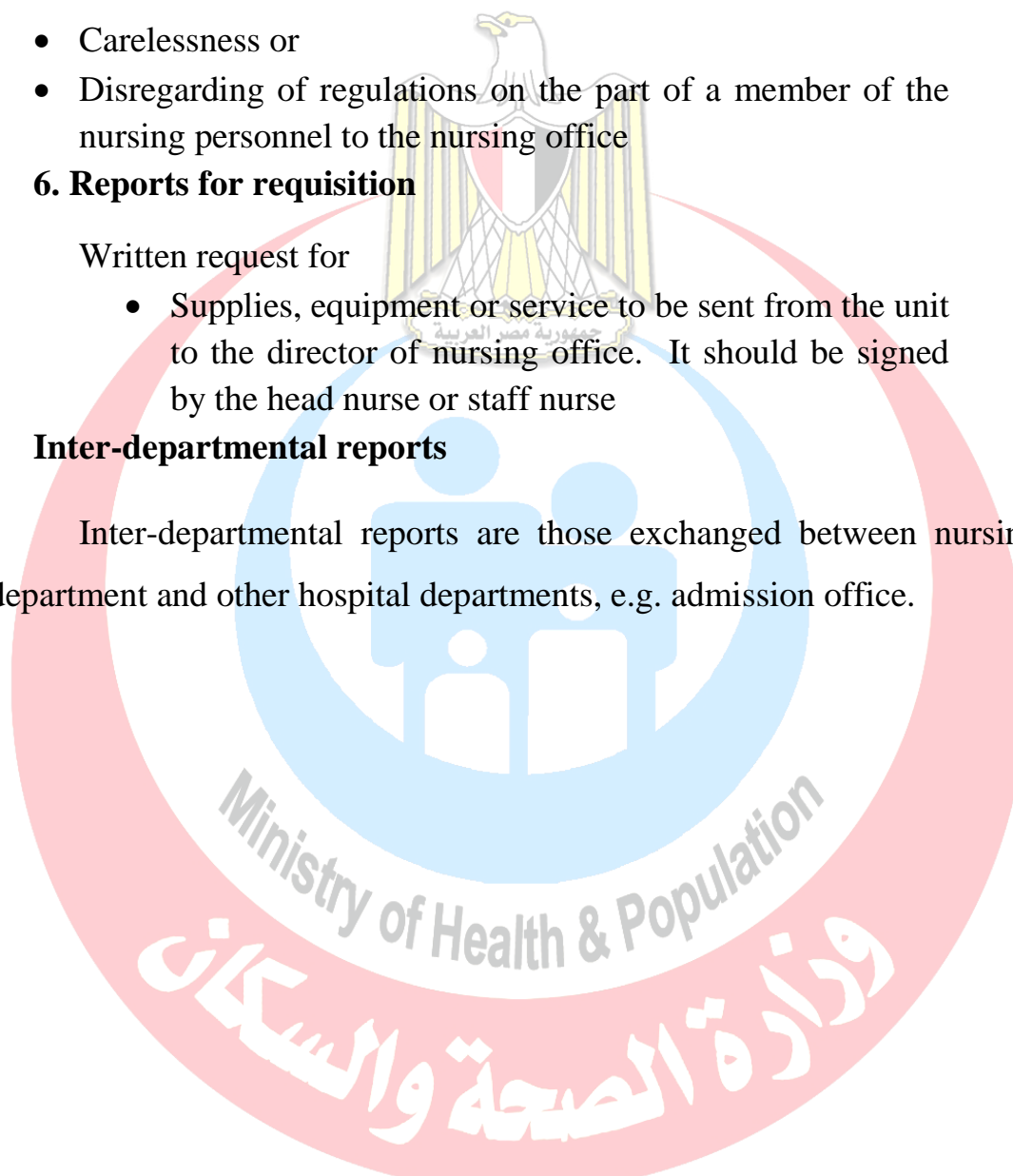
6. Reports for requisition

Written request for

- Supplies, equipment or service to be sent from the unit to the director of nursing office. It should be signed by the head nurse or staff nurse

Inter-departmental reports

Inter-departmental reports are those exchanged between nursing department and other hospital departments, e.g. admission office.



II. SUPERVISION

Time allotted: 2 hours

Intended learning outcomes

After the student has studied this lecture, he/ she should be able to:

- Explain the meaning,
- List importance of supervision
- Discuss the purpose of supervision
- Determine principles of supervision
- Discuss the functions Principles of supervision
- Identify the different techniques used in supervision
- describe the meaning and importance of motivation;
- Use Maslow hierarchy of needs to motivate employees

Outlines

- Introduction
- Definition of supervision
- Importance of supervision
- Purposes of supervision
- Principles of supervision
- Functions of supervision
- Techniques of supervision
- Definition of motivation
- Importance of motivation
- Maslow hierarchy of needs

II. SUPERVISION

Supervision is the duty of the manager to see that employees perform the work as per instructions. Managers play the role of supervisors and ensure that the work is done as per the instructions and the plans. Supervisors clarify all instructions and guide employees to work as a team in co-operation with others. Supervisors solve most of the routine job-related problems of subordinates.

Definition of supervision:

Supervision involves providing guidance and direction to the work in order to achieve a certain purpose.

It refers to monitor the progress of routine work of one's subordinates and guiding them properly. Supervision is an important element of the directing function of management. Supervision has an important feature that face-to-face contact between the supervisor and his subordinate is a must.

Importance of supervision

- Supervision is of great significance in getting the work done as per plans and as scheduled.
- The supervision can ensure workers cooperation and support in achieving organizational objectives.
- Supervisors are the key people among managers at different levels. They are the link between the top and middle management and the workers. They are the mouthpiece of management for communicating its ideas, plans and policies to the workers and employees. At the same time, they have to play the role of principal spokesmen of their subordinates to communicate their feelings and grievances to the management.

Purpose of supervision

- Emphasis on finding and correct defect.
- Ensure that every patient receive good care.
- Develops each staff member to highest potential.

- Orientation, training, and guidance of individuals.

Principles of supervision

- Good supervision focuses on improvement of the work.
- It is based on the needs of the individual.
- Good supervision is cooperatively planned.
- It stimulates the staff to continuous self-improvement.
- It respects the individuality of staff member.
- Helps to create a social, psychological and physical atmosphere in which individual is free to function at his/her own level.

Supervisor performs the following functions:

- clarifies orders and instructions issued to subordinates and ensures that they have understand and follow these fully;
- ensures that subordinates have the required facilities to perform their jobs;
- keeps a watch and guides the activities of subordinates in performing their jobs;
- broadens the horizon of his subordinates by making them aware of the wider aspects of their day-to-day work;
- coordinates the work of different subordinates under him; and
- detects errors and omissions and ensures their rectification.

Techniques of supervision

- Observation.
- Short informal conference.
- Formal conference.

Observation

-Patient care.

-Performance of nursing personnel.

-Working environment.

Techniques of observation

- Learn to see what you look at.
- Have some ideas to look for.
- Learn to see the situation as it is.
- Consider each person as an individual.
- Try to be objective about what you see.
- Be interested in what you see.
- Learn to listen.



MOTIVATION

Motivation is forces that inspire a person at work to intensify his willingness to use the best of his capability for achievement of specific objectives. It may be in the form of incentives like financial (such as bonus, commission etc.) or, non-financial (such as appreciation, growth etc.), or it could be positive or negative. Basically, supervisor has to apply motivation to directing employees towards to achieve the organization goals.

Definition

Motivation refers to that process which excites people to work for attainment of the desired objective.

IMPORTANCE OF MOTIVATION

- Motivation is a key element in directing people to do the job.
- With proper motivation there can be maximum utilization of the factors of production like men, money, material etc.;
- If employees are motivated it will reduce employee turnover and absenteeism;
- Motivation fosters a sense of belongingness among the employees towards the organization and also improves their morale;
- Motivation helps in reducing the number of complaints and grievances. The wastage and accident rate also come down; and
- With proper motivational techniques management can attract competent and best quality employees.

How to motivate

Each employee has some needs of his own that he wants to fulfill.

A need is a feeling of lack of something and every person tries to take care of that feeling by satisfying/ fulfilling what he lacks.

Maslow Hierarchy of needs

Physiological needs people have basic needs like the needs for food, clothing and shelter. People generally work so as to be able to earn money to satisfy such needs.

Safety and Security needs: the desire to be protected against loss of employment, sickness, accident etc

Social needs people want to have a sense of belonging to the organization and to be accepted by fellow workers.

Self-esteem or ego needs, people who wish to be considered important and expect that their opinions should be recognized by others.

Self-actualization needs: A person may wish to achieve what he thinks is due to him, i.e., he wants to realize his ambition fully.

It is important to remember that the needs and desires of people change. Once their basic needs are satisfied, other needs arise. So managers have to understand the needs and desires of subordinates and decide how to motivate them.

The knowledge of the different types of need enables a manager to adopt different ways to motivate individuals depending upon which need is unsatisfied for the individual.

For example

A person whose physiological needs are not fulfilled may be motivated to work with a promise of increase in pay,

Whereas another person may be motivated if he is given a very challenging job to perform regardless of the pay.

Leadership

Time Allotted: 2 hours

Intended learning outcomes

After the student has studied this lecture, he/ she should be able to:

- Define leadership.
- Differentiate between leaders and managers
- Distinguish between formal and informal leader
- Discuss how a leader sets direction
- Distinguish among the different styles of leadership.
- Determine what is the best leadership style
- Discuss the factors that affecting leadership style

Outlines:

- introduction
- Definition of leadership.
- Difference between leaders & managers
- Formal and informal leader
- How a leader sets direction
- Styles of leadership.
- What is the best style
- Factors affecting leadership style

Leadership

Introduction:

Leadership plays an important role in directing. Only through this quality, a manager can inculcate trust and zeal among his subordinates. All nurses need to learn leadership and management skills to be more efficient and effective.



Definition:

Leadership refers to influence others in a manner to do what the leader wants them to do.

Difference between leader & manager

Is a good manager automatically a good leader?

What is the difference between leadership and management?

The main difference between leaders and managers is that **leaders** have people follow them while **managers** have people who work for them.

A successful nurses need to be both a strong leader and manager to get their team on board to follow them towards their vision of success.

Leadership is about getting people to understand and believe in the leader vision and to work with him to achieve his goals, while **managing** is more about administering and making sure the day-to-day things are happening as they should.

Formal & informal leader

Formal leaders: Formal leadership is where a person is officially designated as the leader of a group

He/she has authority and certain rights and privileges that informal leader's lack.

The informal leader an informal leader is a person who's not officially appointed as the head of a group. However, the other members look to him for motivation and inspiration.

How a leader sets direction?

1. Create a strong vision
2. Articulate a clear course
3. Practice excellent personal communications
4. Earn conviction
5. Sustain the vision
6. Create unity of purpose
7. Harmonize vision and culture
8. Train people to focus



Leadership styles:

In the nursing profession, a nurse manager's personal style of leadership impacts multiple aspects of a healthcare facility's operations and can have far-reaching implications.

Nursing Leadership Styles is the manner in which a nurse manager executes leadership over his / her staff

Types of Leadership styles

I. Traditional leadership styles

1. Autocratic Leadership

In most extremes called "dictators"

The autocratic style of leadership typically involves a leader or nurse manager who is

- Making all pertinent decisions,
- Giving specific orders, and
- Issuing directives to subordinate employees who must obey under watchful supervision.
- Autocratic leaders strongly discourage workers from questioning the validity of any directives.

2. Democratic Leadership

This style has also been called participative and egalitarian

"Togetherness is emphasized"

The leader works through people, not by domination

The democratic leadership style facilitates enhanced participation from subordinate employees in the organization's decision-making process.

Advantages of democratic leadership style

- This is a highly effective style of leadership since employees are more likely to put forth outstanding effort

Drawbacks of democratic leadership style

It is time-consuming.

3. Laissez-Faire Leadership

Laissez-Faire leadership is a hands-off style of leading that allows employees the freedom to work on their own with little or no guidance. These nurse leaders are

- Giving minimal direction
- Permitting subordinate employees to have virtually unlimited leeway to do what they want.
- The employees are responsible for formulating their own decisions, devising their own goals and resolving any problems that might arise.

When to use laissez- faire leadership style

Laissez-Faire leadership is effective when leading a staff of motivated, well-educated, highly skilled, self-directed employees who have many years of experience.

A truly effective Laissez-Faire leader will offer feedback and input as needed.

II. Advanced leadership styles

1. Visionary Leadership

The visionary style of leadership involves a **charismatic** leader

- Who motivates people to pursue a common vision by providing guidance on where to go and what to do without the autocratic step-by-step directions.
- Pushes employees to action by encouraging them to take strides toward the overall goals of the organization.
- Exchanges information freely to provide subordinates with the knowledge they will need to succeed.
- Works ideally when the healthcare facility is in need of a new direction.

2. Transactional Leadership

Transactional Leaders are leading through rewards and punishments to complete tasks

A transactional leader normally does not look to the future in managing an organization; rather, these managers are simply focused on ensuring that everything operates well today.

The focal points of transactional leadership include an authoritarian leader who rewards compliant staff with pay increases and punishes with progressive discipline.

3. Transformational Leadership

The main traits of transformational leadership include an inspiring nurse leader who encourages team building, creativity and innovation to transform the staff to accomplish the goals of the organization.

4. The authentic leader

The authentic leader brings people together around shared purpose and empowers them to step up and lead authentically in order to create value for all stakeholders

Servant Leadership style

Characteristics of servant leader

1. Listening
2. Empathy
3. Awareness and understanding issues involving ethics, power and values
4. Persuasion in making decisions within an organization.

5. Conceptualization: The ability to look at a problem or an organization from a conceptualizing perspective means that one must think beyond day-to-day realities.
6. Commitment to the growth of people

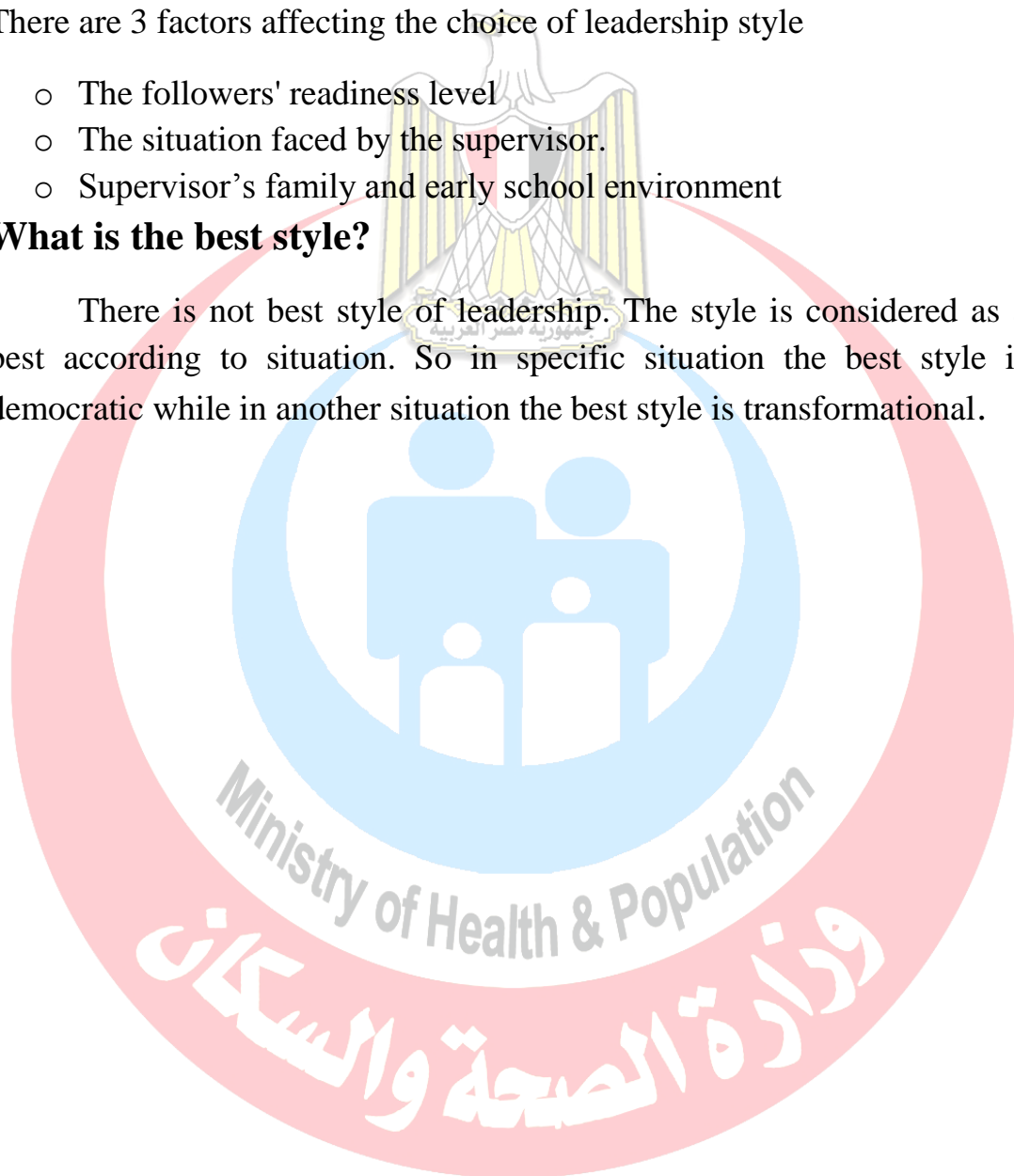
Factors affecting leadership styles:

There are 3 factors affecting the choice of leadership style

- The followers' readiness level
- The situation faced by the supervisor.
- Supervisor's family and early school environment

What is the best style?

There is not best style of leadership. The style is considered as a best according to situation. So in specific situation the best style is democratic while in another situation the best style is transformational.



Controlling

Intended learning outcomes

After studying this lecture student should be able to:

- -Define control.
- -Describe purpose of controlling
- -Discuss the control process.
- -Distinguish between the three types of control.
- Explain the control system
- Identify characteristics of effective control system.

Outlines

- Definition of Control.
- Purpose of Controlling
- The Control Process:
- Types of Control
- Control system
- Characteristics of effective control system

Ministry of Health & Population
وزارة الصحة والسكان

Controlling

Introduction

Control, or **controlling**, is one of the managerial functions like *planning*, *organizing*, *staffing* and *directing*. It is an important function because it helps to check the errors and to take the corrective action so that deviation from standards are minimized and stated goals of the organization are achieved in a desired manner.

What Is Control?

Control is the process of monitoring activities to ensure that they are being accomplished as planned and of correcting any significant deviations

The purpose of controlling

- a. Determine whether people and the various parts of the organization are on target and achieving the progress toward the objectives that they planned to achieve.
- b. Controlling is important as managers delegate authority and empower employees.

Controlling process

Controlling process is consisting of four processes namely

A. Establishing Performance Standards

5. A standard is a quantitative or qualitative measuring device designed to monitor people, money, capital goods, or processes.

The exact nature of a standard depends on:

- a. Who designs, works with, and receives the output from controls.
- b. What is being monitored?
- c. What is to be achieved through monitoring?
- d. Where monitoring efforts will take place (location and functional area).
- e. When controls will be used (before, during, or after operations).
- f. What resources are available to expend on the controls.

6. Standards and controls usually deal with time, cost, quality, productivity, or behavior. Once set, standards must be continually reevaluated to ensure that they are still necessary and valid.

B. Measuring Performance

1. Managers must measure actual performance to determine any variations from standard.

How to measure?

Four common sources of information frequently used by managers to measure actual performance:

1-Personal observation

2-Oral reports

3-Written reports

A combination of information sources increases both the number of input sources and the probability of getting reliable information.

C. Comparing Measured Performance to Established Standards

1. A third step asks the manager to compare the measurement against the standard.

a. This is an application asking a comparison between the “what is” and the “what should be.”

b. If the comparison results or measurements are acceptable, no action needs to be taken. If results show a trend away from the acceptable or show the unacceptable, action may be called for.

2. The difference between “what is” and “what should be” is known as the deviation.

D. Taking Corrective Action

1. The last step, taking corrective action, depends on three things: the standard, the accuracy of the measurements that determined a deviation exists, and the diagnosis of the person or device investigating the cause for the deviation.

- a. Corrective actions can be prescribed by management in advance through policies, procedures, and practices.
- b. Some corrective actions may be automatic.
- c. Some corrective actions may have to take exception to established policy, procedure, or practices.

Examples of such corrective action might include:

- Changing strategy.
- Changing structure.
- Compensation practices.
- Training programs.
- Redesigning jobs.
- Firing employees

TYPES OF CONTROLS

Three types of control namely feedforward, concurrent and feedback controls

A. Feedforward Controls

1. Feedforward controls are future directed: they are designed to detect and anticipate deviations from standards at various points.
2. Such preventative controls focus on establishing conditions that will make it difficult or impossible for deviations from norms to occur. Examples include locks, bars on windows, safety equipment, safety procedures, job descriptions, job specifications, inductions, and orientation.

B. Concurrent Controls

1. Sometimes known as “in-process” or “steering” controls, these controls apply to processes as they happen.
2. Readouts and audible warnings mark this type of control.

C. Feedback Controls

1. These post-performance controls focus upon the end results of the process.
2. The information obtained is used for corrective purposes.
3. Adjustments and/or corrections follow the feedback input.

Control Systems

1. The composite feedforward, concurrent, and feedback controls make up a “package” or system. A system is a combination of any two or more controls.
2. Any combination of these controls is used to accommodate various management control needs.

Characteristics of effective control system

A. Focus on Critical Points

1. The critical control points include all the areas of an organization’s operations that directly affect the success of its key operations.

B. Integration

Controlling must function harmoniously within the established processes of the work. In short, they should not bottleneck operations.

C. Acceptability employees must accept these devices or methods.

D. Timeliness Deadlines, time costs, and punctual needs are to be determined.

E. Economic Feasibility compares the costs to the benefits.

F. Accuracy: The information for the control must be useful and accurate.

G. Comprehensibility system be simple and easy for understanding and application

Performance Appraisal

Time allotted: 2 hours

Intended learning outcomes

By the end of this lecture, the student will be able to

- Define performance appraisal
- Discuss purposes of performance Appraisal
- Determine who could do the appraising
- Discuss different steps in appraising Performance
- Differentiate among evaluation tool character
- Differentiate among varies methods of performance appraisal
- Differentiate among common errors in evaluation
- Enumerate how to reduce errors in performance appraisal

Outline

- Introduction
- Definition
- Purposes of performance Appraisal
- Who does the appraising
- Steps in appraising Performance
- Evaluation tool character
- Methods of performance appraisal
- Common errors in evaluation
- How to reducing errors in performance appraisal

Performance Appraisal

Introduction:

The effective performance evaluation provides an opportunity to set goals, clarify expectations, reinforce a job well done, initiate change and foster a healthy working relationship between supervisor and employee. So the approach adopted by managers and the value they place on their performance appraisal system is crucial to improving quality of care and staff motivation.

Definition

Performance appraisal is the process of determining how well employees do their jobs compared with a set of standard and communicating that information to the employee.

Purposes of performance appraisal:

I Judgmental purposes:

- Salary increase
- Awarding
- Selecting qualified individual for promotion.

2. Development process:

- Determine training and development needs
- Re-counseling employees
- Giving feedback

Who does the appraising?

- Supervisor
- Peers and subordinate
- Team appraisal
- Customers and client
- Self-appraisals

Steps in appraising performance:

1. *Define the job:* make sure that you and your subordinate agree on his or her duties and job standards.
2. *Appraising performance:* comparing your subordinate's actual performance to the standards that have been set

3. *Provide Feedback*: you have to discuss the subordinate's performance and progress with the subordinate and make plans for any development required.

Evaluation tool character

1. No Bias :

There is some bias unconsciously e.g. supervisor habitually overrates the performance of attractive nurse.

2. Objectivity :

It is the ability to remove oneself from a situation, to permit consideration of the facts without distortion by personal feeling. To increase objectivity attentions directed to the actual performance of the work.

3. Validity :

It is the degree to which a tool measures what it purports to measure ie. Evaluation must be related to job responsibilities.

The evaluation tool should include some items related to each area of responsibility outlined in the job description and job performance eg. The job description for the head nurse might outline responsibilities as patient care, patient teaching, and direction of staff research.

4. Reliability:

IT means consistency an evaluation tool must always give similar scores, ranking, or ratings for similar tests; regardless of the evaluator.

Methods of performance appraisal

A variety of performance appraisal methods are available as the following:

1- Graphic rating scale

-It is one of the most popular methods of performance appraisal

It is a scale that lists a number of traits and a range of performance for each. Employees are then rated by identifying the score that best describes the person's level of performance for each trait. *Example of graphic rating scale*, it provides a ranking scale represents unsatisfactory performance and the other end represents outstanding performance. The rater checks the score that best describes the employee's performance for each trait. The assigned values for the traits are then totaled

The range of performance values could be as the following:

1	2	3	4	5
Unsatisfactory	Below average	Average	Above average	Outstanding

2. Alternation Ranking method

Employees are ranked numerically from best to worst on a particular trait

Procedure of ranking

1. List all subordinates to be rated
2. Cross out the names of any not known well enough to rank
3. On a form of ranking indicate the employee who is the highest on the characteristic being measured and the one who is the lowest
4. Choose the next highest and the next lowest
5. Alternating between highest and lowest until all employees have been ranked

Alternation ranking Scale

For the trait you are measuring, list all the employees you want to rank, put the highest-ranking employee's name on line one, then put the lowest ranking employee's name on line 20. Then list the next highest ranking on line 2, the next lowest ranking on line 19, and so on. Continue until all names are on the scale

Highest- ranking employee			
1		11	
2		12	
3		13	
4		14	
5		15	
6		16	
7		17	
8		18	
9		19	
10		20	
		Lowest-ranking employee	

3. Paired Comparison Method

The paired comparison method helps make the ranking method more precise. For every trait (quantity of work, quality of work, and so on), you pair and compare every subordinate with every other subordinate.

For the trait "creativity"							
Employee rated							
As compared to	A Amine	B Mariam	C Shadi	As compared to	A Amine	B Mariam	C Shadi
A Amine		+	+	A Amine		-	-
B	-		-	B	+		-

Mariam				Mariam			
C	-	+		C	+	+	
Shadi				Shadi			
D	+	+	-	D	+	-	+
Dina				Dina			
E	+	+	+	E	+	-	-
Yossif				Yossif			
Amine ranks highest here							

4. Forced distribution method:

It requires the rater to distribute certain percentage of employees in each ranking category. For example

, if the number of employees was 40, it could be distributed as the following:

Outstanding	10%
Above average	15%
Average	50%
Below average	15%
Unsatisfactory	10%

5. Critical incident method

It requires rater to keep a diary for each employee that describes very successful or unsuccessful performance. the diary must record incident as they occur.

-It can be used with other method as documentation of the reasons why an employee was rated in a certain way.

Advantages	Disadvantages
<p>The evaluator rates performance rather than personality traits</p> <p>It is useful in helping supervisor do a better coaching job and communication.</p>	<p>It is time consuming</p> <p>Employee may begin to fear the manager's black book.</p>

6. The check list

It include a list of statement describing positive and negative behavior that may be exhibited in the job , evaluator asked to indicate each criterion , weather the nurse does or does not exhibit the desired behavior.

Advantages	Disadvantages
It is an efficient tool for evaluation of large number of employee.	It does not indicate the degree or frequency with which the behavior occurs.

7.Narrative Forms

All or part of the written appraisal may be in narrative form. This narrative form helps the employee to understand where his or her performance was good or bad and how to improve that performance.

Common Errors in Evaluation

The following is an overview of the potential appraisal problems :

- The halo effect: A performance evaluation error happens when judgment is based on a general impression or a single prominent characteristic of an employee and the appraiser then evaluates all elements at the same level .
- Horn error: A performance evaluation error that occurs when an overall negative view of an employee's performance that biases the ratings such that the individual receives lower ratings on specific performance dimensions than he or she really merits .
- Leniency error: It occurs when employees are consistently rated on the higher end of a performance evaluation scale. For instance, a manager may rate all her employees as a four, or on a five-point scale .
- Error of central tendency: It occurs when raters are unwilling to rate individuals as very high or very low on a performance evaluation scale. For instance, a manager may rate all her employees as a three, or "average", out of five rating options .

To reducing errors:

1. Regular recording of observation.
2. Recording should be constructed in a manner.
3. Clearly stated standard.

Book Coordinator ; Mostafa Fathallah

General Directorate of Technical Education for Health

<https://www.facebook.com/mostafa.fathallah.3>