Evaluation of Nurse Manager Performance of Planning in Middle Euphrates Governorates Hospitals.

تقويم أداء مدراء التمريض في مجال التخطيط لمستشفيات محافظات الفرات الأوسط

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الخلاصة

الهدف: هدف الدراسة هو تقويم الأداء الإداري لمدراء التمريض في مجال التخطيط في مستشفيات محافظات الفرات الأوسط.

المنهجية:أجريت دراسة وصفيه (تقويميه) ،لتحديد جودة الأداء الإداري لمدراء التمريض في مستشفيات محافظات الفرات الأوسط اختيرت عينة (غير احتمالية) مكونه من (62) مدير تمريض في مستشفيات محافظات الفرات الأوسط مقسمه إلى أربع محافظات(بابل،كربلاء،نجف،القادسية) . من خلال عرض الاستبانه على عدد من الخبراء تطوير استمارة استبيان كأداة لجمع البيانات لغرض الدراسة. وأجريت دراسة تجريبية لتحديد موثوقية أداة الدراسة التي استخدمت لقياس تحديد جودة الأداء الإداري لمدراء التمريض في مستشفيات محافظات الفرات الأوسط. وقد أجريت الدراسة في الفترة من 2 حزيران2013الى 30حزيران، 2013 و تم تحليل البيانات باستخدام أسلوب تحليل البيانات الإحصائي الوصفي (التوزيع التكراري، النسبة المئوية، والوسط الحسابي) وأسلوب تحليل البيانات الإحصائي ألاستنتاجي (الاختبار التائي ،معامل الارتباط بيرسن والتحليل الإحصائي للتضاد المنطقي التدريجي المتعدد،ومربع الكاي).أشارت نتائج الدراسة أن أكثر من نصف عينة الدراسة من محافظة بابل ، يتم توزيع معظم المستشفيات في مركز المدينة وليس أطراف المدينة أو في المناطق الريفية ، وكانت أكثر عينات الدراسة هم من الذكور الذين كانوا يشغلون منصب مدير شؤون التمريض ، وكانت استجابات عينة الدراسة جيده تقييم شامل واجبات ومهام مدراء التمريض في المستشفى كانت جيده ' ، وأما بالنسبة لاستجابة عينة الدراسة لتقييم جودة ا الأداء لإداري في التخطيط هي أيضا جيده ،

النتائج: تظهر نتائج الدراسة أن هناك علاقة كبيرة جدا بين التقييم مهام وواجبات مدير التمريض في المستشفى مع الأداء الإداري في التخطيط ،

الاستنتاج :.وتخلص الدراسة إلى أن مدراء التمريض كانت لديهم فرصة لإكمال دراستهم، بحكم منصبهم الإداري ، ومدراء التمريض لديهم مستوى جيد من الأداء الإداري بما يخص مهام وواجبات مدير التمريض في المستشفى ، وبالنسبة لمدراء التمريض العاملين في المستشفيات التعليمية كانت معارفهم جيده حول التخطيط لتحديد جودة إدارة التمريض في مستشفيات محافظات الفرات الأوسط.

التوصيات:أوصت الدراسة بضرورة إجراء مزيد من الدراسات لتشمل منطقة جغرافية أكبر في العراق، يجب على وزارة الصحة تطبيق دورات التعليم المستمر لمدراء شؤون التمريض لزيادة معرفتهم حول إدارة التمريض ومهام وواجبات مدير التمريض و خاصة في المستشفيات غير التعليمية، مناهج أدارة التمريض يجب تطور وتزود لطلبة كليات التمريض لزيادة معارفهم حول إدارة التمريض.

Abstract

Objective(s): The objective of the study to evaluate the nurse manager performance of planning in hospitals.

Methodology: A descriptive "Evolutional" design was carried out to determine the quality of nurse manager role performance of planning in middle Euphrates governorates hospitals. Non-probability sampling was performed. Convenient sampling of (62) nurse manager was selected from the middle Euphrates governorates hospitals. Through extensive review of relevant literature, a questionnaire was constructed for the purpose of the study. A pilot study is conducted in order to determine the reliability of the study instrument which was used for measuring the determination of quality of nurse manager administrative role performance in middle Euphrates governorates hospitals. The study was conducted for the period of June 2nd, 2013 through June 30th, 2013. Data were analyzed through the application of the descriptive statistical data analysis approach (frequency, percentage, mean) and inferential statistical data analysis approach (t-test, person correlation coefficient, stepwise logistic multiple regression, Spearman-Brown, chi-square).

Results: The findings of the study indicated that through the course of data analysis more than one half of the study sample are from Babylon governorate, the most hospitals are distributed in the city center rather than in the city side or in rural areas, the males nurses are more attend to working as an administrative nurse than the female nurses, the study sample responses to overall evaluation for the majority of the administrative nurse managers' role and duties is highly significant, study subjects overall responses to the planning function performance are highly significant.

Conclusion: The study concludes that the nurse managers have a good opportunity to continue their education, because they are to the top working side by management, The nurse managers have a good level of performance relative to their managerial roles and duties, and Working as managers in teaching hospital increases their knowledge about the planning function determine the quality of nurse manager performance..

Recommendations: The study recommended that the Further studies should be conducted to involve a larger geographical area in Iraq, The Ministry of Health should apply a continuing education courses for the nurse managers to increase their knowledge and performance about the managerial roles and duties especially in the non-teaching hospitals, and Management courses should be developed and improved to increase students' managerial knowledge and performance.

Keyword: Nurse Manager, Evaluation, Planning, Performance

INTRODUCTION

The nurse manager is accountable for planning, chief and managing the clinical and operational development of the director of nursing management in harmony with hospital policy the role of the nurse manager in planning is effective in promoting patient's safety, satisfaction and quality outcomes. The

nurse manager has also an important role in positive direction and reassurance to ancillary staff, other departments, and presenting educational program to provide direction of the staff for growth and development management services and monitors for quality outcomes in hospital management(1).

The primary role for nurse managers and hospital administrators is the planning and implementing effective health policies that will meet the unique needs of their staffs and organizations (2).

Planning, the first of four functions in the management process, involves setting goals and deciding how to achieve them. Planning helps you check your progress, coordinate activities, think ahead, and cope with uncertainty. Uncertainty is of three types' state, effect, and response. Organizations respond to uncertainty in various ways (3).

Planning is the core area of all the functions of management. The other three areas should be built upon the foundation. Planning requires management to evaluate where the company is currently, and where it would like to be in the future. From there an appropriate course of action to attain the company's goals and objectives is determined and implemented. Creating a plan of action for the future, determining the stages of the plan and the technology necessary to implement it (4).

AIM OF THE STUDY:

To evaluate the nurse manager performance of planning in middle Euphrates governorates hospitals.

METHODOLOGY

A descriptive "Evalutional" design was carried out to determine the quality of nurse manager performance of planning in middle Euphrates governorates hospitals.Non-probability sampling was performed. Convenient sampling of (62) nurse manager was selected from the middle Euphrates governorates hospitals.

Instruments: Through extensive review of relevant literature, a questionnaire was constructed for the purpose of the study. It is composed of (3) major parts included personal information sheet. The functions and duties of the director of nursing at the hospital, and the planning function in hospitals.

Data collection: The data collection process was initiated for the period of July 1th, 2013 through August 23rd, 2013. Data were collected through the use of the constructed questionnaire as self-report method.

Data Analysis: In order to determine whether the objectives of the study were met or not, two statistical approaches were used for analyzing the data of the study. Results were considered highly significant.

RESULTS:

Table (4-1): Descriptive Statistics for the Basic Information variables for the Studied Sample with Comparison Significant

Demographic data	Items	Freq.	%	Valid Percent	C.S.
governorate	Babylon	26	46.4	46.4	χ^2= 15.429
	Karbala	6	10.7	10.7	d.f. = 3
	Al-Najaf	12	21.4	21.4	P = .001
	Al-Qadissya	12	21.4	21.4	HS
setting of hospitals	govern	23	41.1	41.1	χ^2= 3.679
	city	21	37.5	37.5	d.f. = 2
	countryside	12	21.4	21.4	P =.159 NS
type of hospitals	teaching hospital	19	33.9	33.9	Binomial
	non-teaching hospital	37	66.1	66.1	P =.022 S
age / years	<= 23	1	1.8	1.8	C.C. =35.429
	24 - 32	15	26.8	26.8	d.f. = 4
	33 - 41	25	44.6	44.6	P =.000
	42 - 50	13	23.2	23.2	HS
	51+	2	3.6	3.6	
Mean ± S.D 36.6 ± 7.7					
gender	female	6	10.7	10.7	Binomial
	male	50	89.3	89.3	P =.000
Level of education	nursing college	25	44.6	44.6	χ^2= 4.536
	nursing institute	19	33.9	33.9	d.f. = 2
	nursing school	12	21.4	21.4	P =.104 NS
Year of experience	<= 1	3	5.4	5.4	C.C. =30.786
	2-11	20	35.7	35.7	d.f. = 4
	12-21	21	37.5	37.5	P =.000
	22 - 30	11	19.6	19.6	HS
	31+	1	1.8	1.8	
Year of work in management	<= 0.1	2	3.6	3.6	C.C. =129.714
	0.2 - 7.3	45	80.4	80.4	d.f. = 4
	7.4 - 14.5	7	12.5	12.5	P =.000
	14.6 - 21.8	1	1.8	1.8	HS
	21.9+	1	1.8	1.8	
training	yes	36	64.3	64.3	Binomial
	no	20	35.7	35.7	P =.044 S
number of training s	no training sessions	20	35.7	35.7	C.C. =19.286
	1-3	23	41.1	41.1	d.f. = 3
	4-6	11	19.6	19.6	P =.000
	7-9	0	0	0	HS
	10+	2	3.6	3.6	
setting of training	no training sessions	20	35.7	35.7	χ^2= 29.927
	outside of Iraq	1	1.8	1.8	d.f. = 2
	outside and inside of Iraq	1	1.8	1.8	P =.000
	in side of Iraq	34	60.7	60.7	HS
period of training sessions / days	no training sessions	20	35.7	35.7	C.C. =44.893
	1-8	26	46.4	46.4	d.f. = 4
	9-16	7	12.5	12.5	P =.000
	17-24	1	1.8	1.8	HS
	25+	2	3.6	3.6	

This table shows that the (46.4%) from the study sample are from the Babylon governorate. In addition, (41.1%) from the study sample are from city center. In regarding to the types of hospitals, the study results indicate that the (66.1%) from the

hospitals are non-teaching hospitals. Relative to the study sample age groups the study results indicate that the (44.6%) from the study sample are within the third age group (33-41 years). Regarding to the study sample gender the study results show that the majority of the study subjects (89.3%) are male. Concerning with the study sample level of education the study results indicate that the (44.6%) are nursing college graduates. Also the study results indicate that (37.5%) from the study sample have (12-21 years). While in regarding to the years of experience in management the study results indicate that (80.4%) of the study sample have (2 months to 7 years). In addition the study results indicate that (64.3%) from the study sample are have a training sessions, (41.1%) from them having (1-3) training sessions, and (60.7%) from the take the training sessions in side of Iraq. While about the period of training sessions, the study results indicate that (46.4%) from the study sample take a training sessions for (1-8) days.

Table 2: Descriptive Statistics for the Study Sample Responses to Determine the Quality of nurse Manager Performance in Planning.

	Items	N O.	M. S	S. D	R.S %	SI G	Evaluati on
1	puts the director of nursing plan available to all nursing staff in working time.	56	2.8	0.48	93.45	HS	Adequate
2	Director of Nursing ensures that the plan is an integral part of the overall plan of the hospital.	56	2.88	0.38	95.83	HS	Adequate
3	Confirmed director of nursing to determine the activities and responsibilities of landlords in the nursing plan.	56	2.95	0.23	98.21	HS	Adequate
4	The Director of Nursing plan keeps the numbers time and update the changes.	56	2.73	0.52	91.07	HS	Adequate
5	The Director of Nursing to prepare a plan showing the lines of communication between nursing staffing in all departments and units of the hospital.	56	2.8	0.48	93.45	HS	Adequate
6	The Director of Nursing presented a plan that includes a clear explanation of the priorities and objectives of nursing, and the functions and duties of the nursing owners.	56	2.82	0.51	94.05	HS	Adequate
7	The Director of Nursing formulate a plan based on scientific principles and logical.	56	2.8	0.48	93.45	HS	Adequate
8	Is a director of nursing job description important and crucial element in the preparation and development of the plan.	56	2.86	0.4	95.24	HS	Adequate
9	confirmed Director of Nursing include all nursing staffing requirements in each plan.	56	2.89	0.31	96.43	HS	Adequate
10	Sure Director of Nursing of the possibility of developing the capacity of nursing angel in the plan.	56	2.91	0.29	97.02	HS	Adequate

		56	2.8	0.4 8	93.4 5	HS	Adequat e
11	Sure Director of Nursing of future requirements included in the plan.						
12	Confirmed Director of Nursing of include a timetable for nursing staff in the plan.	56	2.8 2	0.4 3	94.0 5	HS	Adequat e
13	Director of Nursing expected occurrence of future changes in the plan.	56	2.7 7	0.5	92.2 6	HS	Adequat e
14	The Director of Nursing consistently review and reconsider the plan.	56	2.8 2	0.4 7	94.0 5	HS	Adequat e
15	The Director of Nursing consistently review and reconsider the plan.	56	2.8 9	0.3 7	96.4 3	HS	Adequat e

This table shows that the study subjects' responses to the basic components to determine the quality of management performance (planning) are adequate at all items.

Table 3: Correlation Between the Basic Components to Determine the Quality of Nurse Manager Performance (planning) with the Different demographic data.

Planning X demographic data	Contingency Coefficients	Sig. Value	d.f	P-Value	Report
Setting of hospitals	0.153	1.33	2	0.51	NS
Types of hospitals	0.040	0.090	1	0.764	NS
Age / years	0.138	1.081	4	0.897	NS
Gender	0.108	0.659	1	0.417	NS
Level of education	0.227	3.036	2	0.219	NS
Years of experience	0.187	2.027	4	0.731	NS
Years of experience in management	0.153	1.342	4	0.854	NS
Training sessions	0.028	0.044	1	0.834	NS
Number of training sessions	0.063	0.226	3	0.973	NS
Setting of training sessions	0.047	0.123	2	0.940	NS
Periods of training sessions	0.104	0.618	4	0.961	NS

This table shows that there is a non-significant correlation between the basic components to determine quality of management performance (planning) and the different demographic data at p-value more than 0.05.

DISCUSSION

Through the course of data analysis more than one half of the study sample are from Babylon governorate, urban area, non-teaching hospitals, age (33-41) years old, males, nursing college graduates, and having (12-21) years of employment in nursing. This result has emerged because Babylon governorate is considered the large as being compared with other governorates as being involved in the study. Also the most hospitals are distributed in the city center rather than in the city side or in rural areas. Furthermore, the males nurses are more attend to working as an administrative nurse than the female nurses. While for the study results concerning the administrative nurse managers' age, this result comes because that the hospitals policies focused to involve those nurses with a high years of experience to work as an administrative nurse managers. In addition, the administrative nurses should have minimum of five years of employment. So, they can be capable to have adequate orientation to role performance, specific leadership style and managerial tasks. Also the (5).)Recommended in her work that graduate nurses should have management positions. She also stated that the nurse manager's role requires multiple skills and strong educational background. She said that without the advanced educational background, the nurse managers were stressed beyond their capabilities. According to the Ministry of Health official letters, nurse manager must meet the standards of having at least college education and no less than five years of continuing employment (6). In regarding to the administrative nurses gender, the study results come because of the more nurses in Iraq generally are males than females. Result of (7). Approved that the nurse manager was usually prepared at the BSN or higher level. Also the (8). Stated that the mean of the years of experience of nurses managers were 13 years. While in regarding to the years of experience in management the study results indicate that, the majority of the study sample have (2 months to 7 years).Result of (9). Showthat most of the nurses ages were approximately from 20 to 30 years old. In regarding to the administrative nurse managers' qualification, the majority of them (92.3%) having a bachelor degree in nursing, while the remaining has a diploma degree in nursing. The study result is supported by (10).)who indicate that majority of the study sample has a bachelor degree in nursing, most of their ages was from (26-35)year old, and their years of experience was from (11-15).As regard the years of experience, nearly half of the studied nurses had a working experience more than ten years. The result of study supported by (11). The majority of study sample was bachelor degree in nursing.

CONCLUSION:

The study concludes that the nurse managers have a good opportunity to continue their education, because they are to the top working side by management, The nurse managers have a good level of performance relative to their managerial roles and duties, and Working as managers in teaching hospital increases their knowledge about the planning function determine the quality of nurse manager performance.

RECOMMENDATIONS:

The study recommended that:

1. The Further studies should be conducted to involve a larger geographical area in Iraq.

2. The Ministry of Health should apply a continuing education courses for the nurse managers to increase their knowledge and performance about the managerial roles and duties especially in the non-teaching hospitals, and

3. Management courses should be developed and improved to increase students' managerial knowledge and performance.

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