

# ELEMENTS OF THE MANAGEMENT PROCESS

## I. Planning

**Definition:** Planning is the process of deciding in advance what should be done, why, how, when, where and by whom it will be done.

### **Importance of planning in nursing:**

1. Provide *framework* for the organization's objectives.
2. Encourage the *economical use of resources*. (manpower resources, equipment and supplies).
3. Help in *shaping the future*, builds confidence and motivate personnel.
4. To facilitate *control and change*.

### **Types of plans:**

There are *two* types of plans, strategic plan and tactical plan.

#### **1. Strategic plan: (top level management plan)**

It is a *long-term* plan and includes the development of overall organizational goals and objectives, taking into consideration external environmental factors that affect the operations on a long-term basis (5-10 years).

#### **2. Tactical plan: (First level management plan)**

It is concerned with the *efficient, day-to-day use of resources* allocated to the unit and directed towards the fulfillment of unit objectives.

### **Planning Process:**

1. *Determining objectives* for which the organization and its management operate.
2. *Developing policies* that guide members of the organization how to act in specific situations.
3. *Determining quality and quantity of resources* that are needed to accomplish objectives. It includes manpower resources, equipment and supplies.
4. *Formulating standards* against which objectives can be evaluated.

5. Establishing procedures, which describe specifically in details how actions must be accomplished.

6. Developing time schedules for programs to accomplish organizational objectives.

### ***Characteristics of an effective plan:***

The effective plan should meet the following characteristics:

1. Be made on clear defined objectives.
2. Be logical, simple, clear and balanced.
3. Have stability while providing for flexibility. It is essential to meet emergencies or changing situations.
4. Be realistic and economical (use available resources).
5. Provides for analysis and classification of activities and outline standards of operation (evaluation criteria which become the basis of the control system).
6. Anticipates and forecast the future.

## PLANNING TOOLS

Planning tools consist of: Purpose, Philosophy, Goals, Objectives, Policies, Procedures, Rules, Regulations, Standards and Budget.

### **1. Purpose:**

Is the reason for existence, e.g. the provision of health services to society.

### **2. Philosophy: ( Hospital Philosophy)**

"Is a statement of beliefs, values, attitudes, principles and concepts that provides personnel with a common and consistent sense of action.

- Any organization (hospital) must have a sound set of beliefs and values in order to achieve success.
- Goals, objectives, policies, etc... are derived from the hospital philosophy, thus, *it is the conceptual framework of the hospital.*

### ***Purposes of philosophy:***

1. It provides the basic beliefs, values and principles.
2. It tells personnel how they should act.
3. It explains why personnel should direct their energies towards the achievement or accomplishment of the specific objectives.

### ***Nursing service department philosophy:***

*It is a written statement of philosophy that states how a nurse manager believes that the purpose will be achieved.* Nursing philosophy consists of beliefs about person, environment, life, health, illness, nurse-patient relationship and nursing care (fig 6). It is derived from the hospital philosophy.

**Nursing Department philosophy base their nursing practice on the following beliefs:**

1. Life and health are primary goods.
2. Each person is unique and has intrinsic worth, so is deserving of respect, without regard to such individual characteristics as sex, age, color, nationality, religious conviction, and socioeconomic status.
3. Illness and injury are perceived by the individual and his significant others as a threat to autonomy, independence, identity, and existence.
4. The experiences associated with normal maturation do not prepare a person for the adaptations needed to cope with illness and illness care.
5. Nursing consists of providing or assisting a patient to perform those functions that he/she would perform independently if better informed or more able.
6. Persons drawn to nursing have concern to others' welfare, a belief in personal efficacy, and a desire to actively engage fate.
7. Nursing interventions are most effective when they are directed toward the patient's health goals, based on research evidence, individualized to meet the patient's needs and circumstances, and coordinated with care by other health team members.
8. High-quality nursing care can best be provided by a mixture of professional and non-professional personnel who are organized into self-directed work teams.
9. To ensure continuous improvement of nursing care quality, the role of the professional nurse must include responsibility for nursing research and nursing education, as well as for patient and family care.
10. When jobs for nursing personnel are designed to ensure employee autonomy and self-actualization, patient care quality, patient satisfaction and employee satisfaction are maximized.

***Fig 6: Sample of Nursing Service Department Philosophy. Middle Town Hospital Nursing Department Philosophy***

**3. Goal:**

Is a general statement for giving direction for what the organization seeks to accomplish (desired outcome).

**4. Objective:**

Is a specific measurable action indicating what is to be done by an individual employee.

- ***The objectives may be general (nursing service department) or specific (for each nursing unit), and may be long-term or short-term objectives.***

### ***Characteristics of the objective statement:***

1. *Specific.*
2. *Operational.*
3. *Flexible.*
4. *Measurable.*
5. *Realistic.*
6. *Observable.*

### ***Examples of nursing service goals and objectives:***

**Goal:** to utilize the nursing process in the management of patient care.

**Objectives:**

1. To assess patient's condition physically, socially and psychologically.
2. To identify patient's needs and problems.
3. To plan appropriate nursing care to meet patient's needs.
4. To implement plan of care.
5. To evaluate nursing care.

### ***5. Policy:***

Is a general statement that has been formalized by administrative authority to guide actions in accomplishing the objectives of the organization.

### ***Purposes of policies:***

1. Provide information for decision-making.
2. Aid in solving recurrent problems.
3. Create standard-operating procedures among organizational units.
4. Promote efficiency, safety and consistency in accomplishing tasks, i.e. policy manual.
5. Guide in performance evaluation.

### ***Types of policies:***

1. Personnel policies.
2. Departmental policies (regulations).
3. Financial policies.

#### ***1. Personnel policies:***

Are concerned with all the hospital personnel and include:

- i. ***Personnel employment policies*** e.g. hiring new employees, promotion of the present employees. Termination of present employees and retirement.
- ii. ***Arrangement of work*** e.g. hours of work. vacations, holidays, sick leaves and absence and working conditions.

- iii. **Employees services** e.g. health care programs, social and recreational activities, safety programs, health insurance, pension, housing and Reward and compensation policy.
- iv. **Training policy**: e.g. purpose of training, type of training needed, time and place for conduction training, authorized scope of training program, and administration and scheduling of the training program.

These policies are presented in a policy handbook for employees.

### ***Advantages of personnel policies:***

1. Useful in the orientation of the employees.
2. Save time for the employees as well as administrators.
3. Provide employees with information that help them to give good service and to remain with the organization.
4. Give employees a sense of security and individual worth.
5. Give employees pride in and loyalty to the organization.

### ***2. Departmental policies (regulations) :***

Are specific personnel policies that are applied only to a specific department or individual positions, e.g. nursing service policies manual.

#### ***Policies manual for Nursing service department:***

This manual can be developed for overall departmental policies, procedures and information related to nursing administration and professional components of nursing care. It may:

1. Describe the structure, function and organization of the nursing department.
2. Identify current departmental administrative and clinical nursing practice, policies and procedures that are applicable to nursing department.
3. Duty hours and its rotation.
4. Reporting on and off duty.
5. Type of uniforms.
6. Staff education.

7. Identify current hospital and medical staff policies and procedures related specifically to nursing.

*N.B. Nursing service department policies manual is derived mainly from the hospital policy manual.*

### **3. Financial policies:**

Are concerned with all the hospital finance (money), and include:

- i. Sources of capital budget.
- ii. Uses of capital budget.
- iii. Protection of capital budget.
- iv. Distribution of earnings.

### **Advantages of written policy statement:**

1. Written policies can be more easily reviewed from time to time to meet changing conditions.
2. A written policy becomes available in the same form to all concerned.
3. They can be communicated and taught to new employees.
4. The process of writing down policies forces the managers concerned to think more clearly about policy.

### **2. Procedures**

Are series of steps in a chronological sequence of required action, they describe in detail the exact manner in which certain activities or actions must be accomplished, e.g. procedure would prescribe the manner of applying vocation to avoid interruption of work.

It includes the following:

1. Statement of objective.
2. Determination of who is going to perform the activity.
3. Supplies and equipment required.
4. Methods of communication.
5. Criteria for performance.

### ***Advantages:***

Written procedures promote efficiency, safety and consistency in accomplishing tasks.

### ***3. Rules***

Statements that describe specific action to be taken or not to be taken with respect to the situation, e.g. no smoking allowed in the room where oxygen is being administered.

### ***4. Regulations***

Policies that are developed at middle level position in an organization. They are guidelines for action that only apply to department, e.g. nursing procedures in ICU.

### ***5. Routine***

Policy which indicates when an activity is to be performed, e.g. temperature of all patients must be taken daily at 6 a.m. (time specification).

### ***6. Standard***

Is a descriptive professional statement of desired or agreed level of performance or care against which the level of care/performance can be judged. It must be observable, achievable and measurable.

***N.B. The standard can be achieved through criteria***

### ***7. Criteria (Singular: Criterion):***

Are predetermined measurable elements that will indicate if the standard is met, and to what extent it was met.