

The Role of Nursing Superintendent in Hospital Administration in Today's Perspective

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Abstract

The aim of good management is to provide services to the community in an appropriate, efficient, equitable, and sustainable manner. This can only be achieved if key resources for service provision, including human resources, finances, hardware and process aspects of care delivery are brought together at the point of service delivery and are carefully synchronized. Critical management considerations for assessment and planning, managing the care process, human resources, interacting with the community, and managing information are covered in the Planning, Human Resources, Integration and Monitoring.

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Managers and Leaders

Management and leadership are important for the delivery of good health services. Although the two are similar in some respects, they may involve different types of outlook, skills, and behaviours. Good managers should strive to be good leaders and good leaders, need management skills to be effective. Leaders will have a vision of what can be achieved and then communicate this to others and evolve strategies for realizing the vision. They motivate people and are able to negotiate for resources and other support to achieve their goals.

Managers ensure that the available resources are well organized and applied to produce the best results. In the resource constrained and difficult environments of many low - to middle-income countries, a manager must also be a leader to achieve optimum results. What are the attributes of a good leader?

Leaders often (but not necessarily always):

- Have a sense of mission;
- Are charismatic;
- Are able to influence people to work together for a common cause;
- Are decisive;
- Use creative problem solving to promote better care and a positive working environment.

Leadership is creating a vision Managers who have these leadership qualities are a credit to the services they manage. However managers must ensure that day-to-day processes run well to produce the desired results. Certain attributes are required for a manager to be effective, including:

- Clarity of purpose and tasks;
- Good organizational skills;
- Ability to communicate tasks and expected results effectively;

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- Ability to negotiate various administrative and regulatory processes;
- Good delegation skills. Management is getting thing done.

Conditions for Good Management Certain conditions are important for creating good management, including:

- Managers and team members need to be selected on merit;
- Managers need to earn the respect of their staff, patients, and supervisors;
- Managers need to have the knowledge, skills and understanding of the role, tasks and purpose of the services they deliver;
- Basic support systems function well; clear staff administration rules and regulations; well planned and timely delivered supplies, equipment and drugs; clear and transparent financial processes; and well planned and monitored [1].

The present concept of a hospital is far removed from the old one, which was just a place for the treatment for the sick.

The Main Changes are

- From acute to chronic.
- From communicable to stress related.
- From curative to comprehensive.
- From hospital care to home care.
- Primary health care becoming more important.
- From episode care to total care.

The Following Factors have Contributed to this Change

- Improved economic status of the community.
- Political obligations
- Increasing health consciousness.
- Control on communicable diseases
- Increased longevity
- Increased in medical specialization
- Rapid increase in medical technology
- Introduction of administration in hospitals.

Every hospital is governed by certain principles of hospital administration which needs to be mentioned for evaluating its performance. They may be:

Identify the goals and objectives, Assess the resources required to achieve this goal, Acquire and utilize these resources, Establish the hierarchical structure, Establish the effective communication channels, Establish control procedures, Evaluate performance/results [2].

In order to establish good management, it is needed to identify good and bad managers which influence the management.

“Bad managers tell employees what to do, good managers explain why they need to do it, but great managers involve people in decision making and improvement.”

Bad managers bark orders. They are directive and tell employees what to do, without any explanation or context. Style of management influence the employees at the workplace which may incredibly become dysfunctional as a result.

There are top-down, “command and control” managers in every type of workplace, unfortunately. Managers who are controlling and have all the answers want their employees to “check their brains at the door,” and often say so quite explicitly – or they spread that message in more subtle ways.

It's disrespectful to just give directives without letting people understand the reason(s) why. There might have very well been a good reason why the doors were now to be kept closed. Had the manager taken just a few minutes to share a reason why, the employees would feel better about themselves and would more likely keep the doors closed. If employees are following directives out of a fear of being “written up,” they aren't in a position to provide great service.

A good condo manager would explain why the doors now need to be closed. And, if there wasn't a good reason why, they wouldn't force the change on a whim.

A great condo manager would involve the employees in coming up with solutions to whatever problem is being solved by keeping the doors closed. The employees, when being posed with the problem, might come up with the idea of “close the doors” or they might come up with something better. Either way, they would feel a greater sense of ownership over the idea since they were involved in its creation.

Great Managers Go Beyond This

Great managers might engage the employees in figuring out how to reduce the safety risk that makes gloves necessary in the first place. Maybe an employee would suggest that a different, but equally effective, chemical be used. We don't know unless we engage our employees. Great managers engage

people in designing their work and they continue to engage them in ongoing improvement.

This mindset and approach requires that leaders set aside their egos and century-old habits of top-down management. Managers won't have all of the answers. Instead of dictating how things get done (and expecting obedience and compliance), managers need to work together with employees to define how the work is done. Managers need to ask employees what ideas they have for improving the workplace, through the practice of "Kaizen."

Our employees are adults and they deserve our respect. They deserve great leaders who can work together to help everybody succeed and do what's best for their customers (or residents) [3].

How to Learn as A Manager Health care delivery and patient circumstances are constantly changing, and managers have to continue to learn new abilities and skills to keep up. A significant portion of management involves skills and competencies such as motivating staff, communicating and negotiating with stakeholders, and maintaining certain attitudes and behaviours that maximize staff discipline and performance. Managers also need to understand the basic technical aspects of the services delivered. For most of these competencies, training courses, while effective, are often not sufficient to provide all the necessary skills. How can managers create and foster an environment in which they, and the people they manage, are constantly learning? One way is to clearly and regularly identify challenges that the service faces, and the skills and knowledge that the team needs to overcome these challenges.

The ways to acquire the necessary skills and competencies may include:

- continuous education and learning (including self-learning programmes)
- structured "academic" courses; the most common form of management training;
- Secondments, attachments, shadowing/ observation and study tours provide practical learning and examples of how others handle situations you will likely face;
- Mentoring and coaching relationships - experienced mentors provide insights into managing partnerships and relationships, opportunities to seek advice and explore options when managers are faced with difficult situations;
- Peer to peer learning - an opportunity to meet other managers at regular intervals, share experiences, challenges and solutions, build a

common understanding of processes, and to support each other.

Other peer learning techniques include:

- Learning cycles/groups - groups of team members who meet regularly to discuss issues and help develop or improve management systems;
- Networks - managers from within and outside your health centre with a common interest in understanding and improving their situation;
- Reflection sessions - managers and their teams set aside a regular time to review their work, identify areas that need improvement, and ways to improve the service;

These methods can be used by the managers as part of their planned selfdevelopment, and should be linked to challenges they face in delivering services. Every manager needs clear learning objectives and plans and available time for these activities (e.g. put aside a half day every two weeks for team or personal learning [4].

But being an effective manager is about more than just driving your employees to work harder - or more efficiently. Forcing employees to work a certain way can breed resentment, even disloyalty, while being too soft can lead to bad habits, laziness or boredom. There's no "right" management style, as each employee and company is going to have an individual perspective.

Rules of Effective Management in Nursing Administration

Be Consistent.

This is the first rule because it applies to most of the others. Before your management approach can be effective, it must be consistent. You must reward the same behaviors every time they appear, discourage the same behaviors when they appear and treat every member of your team with an equal, level-headed view.

Focus on clarity, accuracy and thoroughness in communication

How you communicate to your team can dictate your eventual success. When relaying instructions, recapping meetings or just doling out company updates, strive for the clarity, accuracy and thoroughness of your communication. This goes for any other medium, whether that means in-person communication, email or a phone call. Clarity, accuracy and thoroughness are the best way to avoid miscommunication and keep your team on the same page.

Set the goal of working as a team

If you want your team members to work together, have them work for something together. Setting goals just for the department or one individual breeds a limited mentality and forces team members to remain isolated. Instead, give staffers a unified focus and purpose, to inspire them together.

Publicly reward and recognize hard work

When a member of your team does something exceptional, reward him/her – with a bonus, a small trophy or even just a vocal recognition.

Do this in front of the group; it will make the intended recipient feel good and show the rest of the team that hard work is rewarded. The only caveat goes back to rule one: Be consistent in your rewards so you won't be seen as playing favorites.

Be the Example

As the manager and leader, you should set an example in terms of your behavior. If you show up late, your team will be less punctual. If you lose your temper easily, others will be amiss in keeping their emotions in check. Strive to be your own ideal of the perfect worker, especially in front of the team.

Never Go with 'One-Size-Fits-All.'

Your team is comprised of individuals with unique preferences, strengths, weaknesses and ideas. Never use the exact same approach to motivate, encourage or mold all of them. Focus on individuals, and customize your approach to fit each one.

Remain as Transparent as Possible

Transparency shows your integrity as a leader, and builds trust with the individual members of your team. If you lie about something, or withhold information, you could jeopardize your relationships and the respect you command as a leader.

Encourage all Opinions and Ideas

The more people you have actively participating in discussions and attempting to make improvements to the organization, the better. Never chastise a team member for voicing an opinion respectfully – even if it goes against your original vision or isn't well thought out. Cutting someone down for voicing an opinion builds resentment, and discourages people from sharing their own new thoughts.

Help People Enjoy Work.

You don't need a pool table or dress code abolition to make work fun. You can make the workday more enjoyable with such new elements as surprise lunch outings, a dedicated break room or even just casual conversations with your workers. Help your people enjoy coming to work, and they'll do their best work for you.

Listen and Ask Questions

If someone doesn't agree with your management style or doesn't like the direction of the company, don't silence that person. Listen. And ask questions of your entire team:

What do you think of this? How do you feel about that? This open dialogue makes it easier to proactively identify problems and work together to create a mutually beneficial environment. It will also make your employees feel appreciated and acknowledged.

As you'll notice, these rules leave plenty of wiggle room to apply your own personal "brand" of leadership and management. They stand as fundamental truths, considerations and principles that govern an effective management role rather than a strict instruction manual to success. Stay true to these principles in addition to your own, and you'll unify your team in a rewarding and enriching environment [5].

Nursing service administrators, also called nursing managers, are responsible for every aspect of nursing care. They ensure the quality of nursing care as well as the environment in which that care is delivered.

Budgeting, scheduling, care guidelines, implementation of patient care plans and ongoing nursing training and development are all under the nursing manager's purview.

Whether they manage a shift or are in charge of a facility's entire nursing staff, nursing service administrators must have four qualifications.

Education

Typically, nursing service administrators have earned a bachelor's degree in nursing or health administration, but many nursing managers hold degrees in public health or business administration as well. Experienced nurses can also work their way up through the ranks to attain a management position.

Increasingly health facilities are seeking candidates who hold master's and doctoral degrees.

Licensure

Every state requires nursing service administrators to hold a current nursing license, but license requirements vary vastly depending on where you live.

Patients, Practitioners and Other People

Perhaps the most important abilities for successful nursing managers to have are strong interpersonal skills.

Like all managers, nursing service administrators are responsible for the efficiency and morale of their staff as well as attaining and maintaining excellent customer service standards. In the healthcare industry, where customers are often very sick people and their worried families, the ability to communicate complicated information in a manner that is understandable and compassionate is especially highly prized.

Policies and Procedures

Nursing service administrators must be as knowledgeable about rapidly changing healthcare legislation as they are about employee and patient needs. They must be attentive to the details of scheduling and billing and able to think on their feet in order to resolve unforeseen problems and conflicts expediently. Additionally, nursing managers must be committed to staying abreast of innovations in patient treatments as well as advances in medical coding, classification and the electronic record-keeping technologies used to manage patient treatments and records.

Some Qualities Required Determining the Success of Nursing Administration

1. Clear and realistic goals: They must be clear, attainable and beneficial.
2. Professional: professional in its fullest meaning
3. Perceptual and cognitive flexibility: assess the situation, look into the future, open to ideas and change.
4. Continuing education: learn about new developments and new ideas.
5. Commitment: committed to her specialty and other avenues.
6. Confidence: have self-confidence with positive attitude.
7. Communication: be an effective communicator.

8. Original and analytic: be creative and analytical in her approach.
9. Motivation: be highly motivated.
10. Competence: which comes from knowledge, Skill and experience.
11. Sensitivity: to the organizational problems, people's need and unrealized potential of staff.
12. Ability to analyze, synthesize and integrate diverse information.
13. Ability to see ahead and plan, wiliness to take risk, ability to coordinate, ability to delegate, ability for hard work, sense of equity, fairness and social justice in all dealings, ability to manage stress through patience, and ability to withstand unwarranted criticism [6].

Objectives of Nursing Service

1. To organize nurses in a manner to render high quality of nursing care consistent with the philosophy and objectives of the hospital
2. To support and assist the physicians in medical care and procedures
3. To establish and implement the philosophy, standards and policies for smooth and efficient working of nursing service in the hospital
4. To delineate the duties and responsibilities of nursing personnel's of various categories.
5. To plan and implement the in-service training programmes, on the job training and supervision thereby updating the knowledge and skill of nursing staff.
6. To estimate the need for facilities, equipment's and supplies within the financial framework of the hospital.
7. To develop and maintain a system for recording patient care and administrative nursing data.
8. To organize and oversee the functioning of the wards/departments.
9. To ensure healthy work environment, supportive relationship, good rapport between nurses and patients and other supportive staff.
10. To periodically appraise the performance of nurses and carry out regular nursing audits and research activities [7].

And Role and Responsibilities Include

- Related to hospital administration and nursing service administration.

- Related to the patient care and protocols.
- Related to the staff developmental activities, In-service education and training, and research.
- Related to professional activities.
- Related to quality control and procedures.
- Related to the accreditation process.
- Related to safety and security.

Constraints Rendering Quality Care

- Lack of resources.
- Insufficient/improper infrastructure, equipment, money for recurring expenditures.

- Disproportionate salaries.
- Drugs and medical supplies: nonavailability of essential drugs, supplies, adulterated and substandard drugs and medical consumables, improperly sterilized or pyrogenic material.
- Improper maintenance: building, equipment's inadequate aftersales service, non availability of spare parts, service annual contracts.
- Personal problems: lack of trained, skill and motivated employees, indiscipline, irresponsible union activities.
- Unreasonable patients and attendants: illness anxiety, ignorance, false information, unreasonable and uncooperative attitude.



Fig. 1: Barriers in Nursing Service Administration [9]

- Hospital accreditation laws: lack of regulatory bodies to apprise the quality of the care rendered, lack of quality assurance programmes, fault finding approach.
- Lack of political obligations.
- Ignorance of medico legal aspects.
- Lack of in-service/CNE's.
- Nursing budget not separately sanctioned, nursing post not as per INC norms.
- Inadequate supportive services in the hospital.
- Nurses involved in the non nursing activities.
- Administration's apathy on employees job satisfaction, motivation.
- Lack of professional commitment among employees [8].

As mentioned in Fig 1 some of the barriers to team performance are highlighted here.

Conclusion

The success of the patient care and the reputation of the hospital depend to a large extent on efficiency and the tender loving care extended by the nursing staff. Ensuring high level of nursing care is therefore a big challenge for the hospital administrator. Nurses constitute a large portion of the total number of the employees in any hospital. The sheer magnitude of the nursing department necessitates strict compliance with the conventional principles of organizational structure and function.¹⁰

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