



The Concept of ADMINISTRATION

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outline of lecture (1) the concept of administration :

- what is administration?
- elements of administration.
- type of administration.
- characteristics of administration.
- nurse administrator.
- nursing service administration.

Introduction:

Nurses work at each level of the health care system, have varied role, and are constantly in contact with people. Dealing with this dynamism and responsibility requires nurses to have knowledge and skills of management.

the leadership needed to get work done through people is more and more important for nurses to dispose their professional performance.

Furthermore, proactive leaders who had a vision and could motivate associates to work toward common goals could help organization survive and even succeed during rapid change.

WHAT IS ADMINISTRATION

- The word “**administration**” is from the Latin word “**minister**” meaning servant or slave. Therefore, administration has to do with the **identification**, **maintaining**, motivating, **controlling**, and the **unification of human** and **material resources** within an organization to achieve a common goal.

Administration can also be considered as the **careful** and **systematic arrangements** and use of **resources** (human & material), **situations** and **opportunities** for the **achievement** of the **specific objectives** of a given organization.

Management and Administration and leadership

- **Administration** involves establishing policies, rules, and regulations that guide the actions of employees and ensure organizational efficiency. The role of management is executive in nature. the interpretation and implementation of the policy set by an organization characterized by control.
- **Management** involves guiding, directing, and leading employees toward achieving organizational goals.

Leadership : The ability to inspire, influence and motivate nursing staff and other health care workers to work together to achieve their highest potential and collective organizational goals.

• Elements of Administration:

1. cooperative: human activity is work to gather. thus the essence of administration is the utilization of cooperative action for the accomplishment of common goals.
2. common goal: it is the common goal which encourage members to come together. cooperation among members is possible when they share a common goal.

• **Type of Administration :**

1. **Public Administration** (Refers To The Administration Which Operates In Governmental Setting)
2. **Private Administration** (Refers To The Administration Which Operates In Non-governmental Setting)

Administrative theory (Given By Henry Fayol)

1. Division of work
2. Authority & Responsibility
3. Discipline
4. Unity of Command
5. Unity Of direction
6. Subordination of individual interest to Group interest



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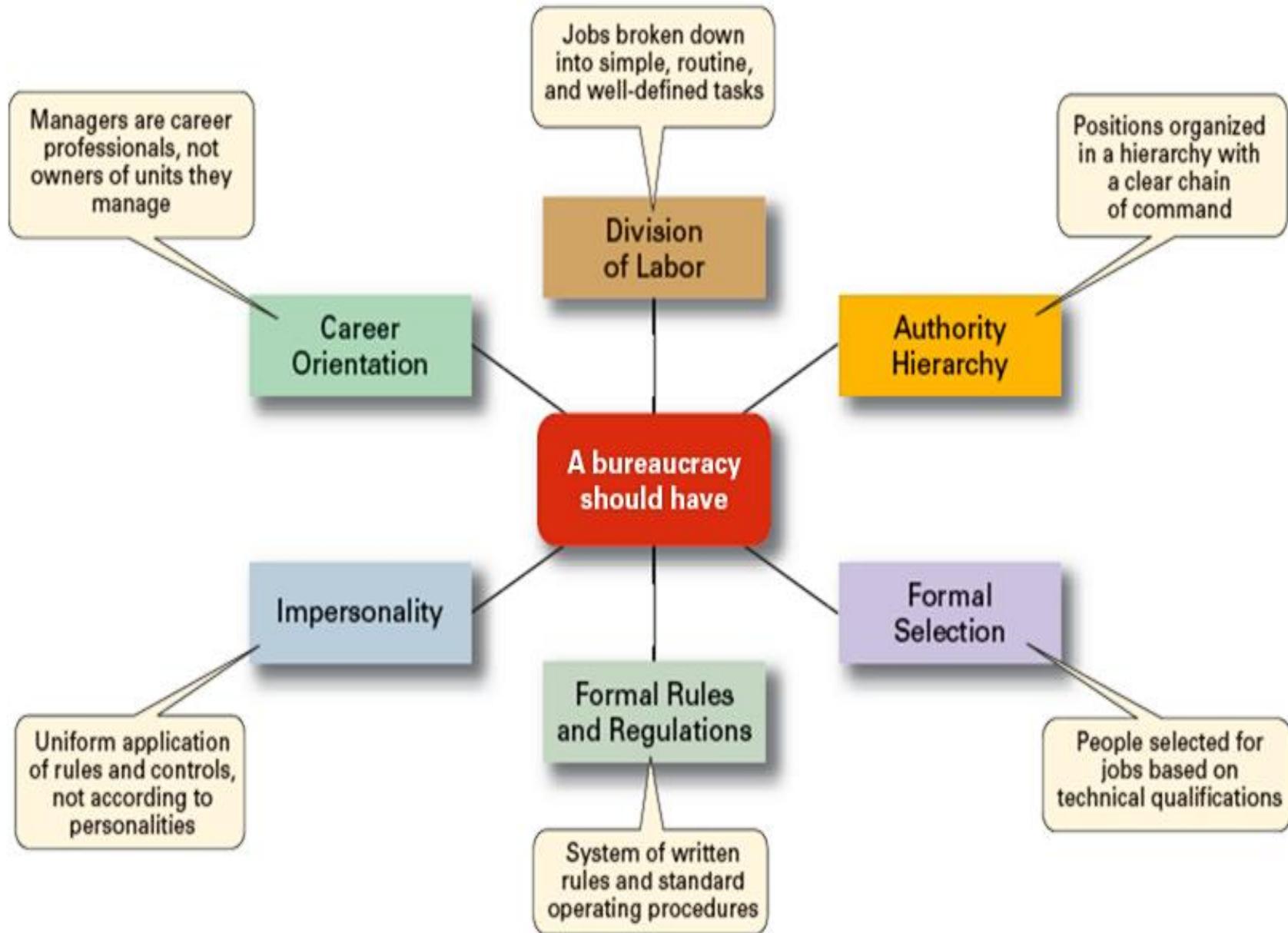
7. Remuneration of personnel
8. Centralization
9. Scalar Chain
10. Order
11. Equity
12. Stability of tenure
13. Initiative
14. Esprit de Corps

Bureaucracy theory(Max Weber)

- ❖ Division of Labor with highly skilled employees in each position
- ❖ Consistent organization rules and procedures
- ❖ Hierarchy of authority/chain of command
- ❖ Impersonality of interpersonal relationships
- ❖ Employment/Advancement based on competence

MAX WEBER
BUREAUCRACY THEORY





• Characteristics Of Administrative :

- 1 -Emphasis On Rules.
- 2 -Very Impersonal.
- 3 -Division Of Labor Highly Visible.
- 4 -Highly Structured Authority.
- 5 -High Rationality.
- 6 -Emphasis On Efficiency.
- 7 -Emphasis On Consistency.
- 8-rigid / Lacks Flexibility.

Nurse Administrator:

person who is charged with the financial decision making, staff administration and policy making as concerns nurses in an establishment. such nurse also supervises nursing staff, establishes work schedules, maintains medical supply inventories, and manages resources to ensure high-quality patient care.

•Nursing Service Administration :

is a coordinated activity, which provides all of the facilities necessary for the rendering of nursing service to clients. and also system of activities directed toward the nursing care of clients.

basic Functions of Administration

1. PLANNING

Planning means choosing the best out of various alternative objectives, processes, policies and programmed. The significance of planning lies in arranging specialist training programmed and different roles of different personnel.

2. ORGANIZING

organizing can be defined as ,”relating people and things to each other in such a way that they are all combined and interrelated into a unit capable of being directed toward the organizational objectives.”

3. COORDINATING

Coordination is more important in the health services organization, because functionally they are departmentalized. Different kinds of organization require different amount of coordination.

4. Controlling:

- defined as the regulation of activities in accordance with the requirements of plans.
- **Steps of control:**
 1. *Establishments of standards.*
 2. *Measuring performance*
 3. *Comparing the actual results with the standards.*
 4. *Correcting deviations from standards.*

5. REPORTING AND RECORDING

reports are oral or written exchanges of information shared between caregivers or workers in a number of ways. A report summarizes the services of the person, personnel and of the agency. Reports are written usually daily, weekly, monthly or yearly.

6. Budgeting

- Budget is the heart of administrative management. It served as a powerful tool of coordination and negatively an effective device of eliminating duplicating and wastage.



Thank you for listening



Lecture : 8

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□ Decision Making:

Is a choice made between two or more alternatives. It is choosing the best alternative to reach the predetermined objective.

Thus decision-making is a process of identifying and selecting a path of action to solve specific problem.

➤ **Best definition :**

A systematic approach to defining the problem and creating a vast number of possible solutions without judging these solutions.

The decision-making process to provides nurses with a system for making decisions that is applicable to any decision.

It is a useful procedure for making practical choices.

A decision not to solve a problem is also a decision.

Although decision making and problem solving appear similar, they are not synonymous.

Decision making may or may not involve a problem, but it always involves selecting one of several alternatives, each of which may be appropriate under certain circumstances.

□ **Types of Decisions :**

1. Programmed decisions:

Repetitive and routine decisions.

- Decision's rule identifies the situation and specifies how the decision will be made.
- a decision that is repetitive and routine and can be made by using a definite systematic procedure.
- Such as : employment, transfer, delegation, punishment and placement.

2. Non-programmed decisions:

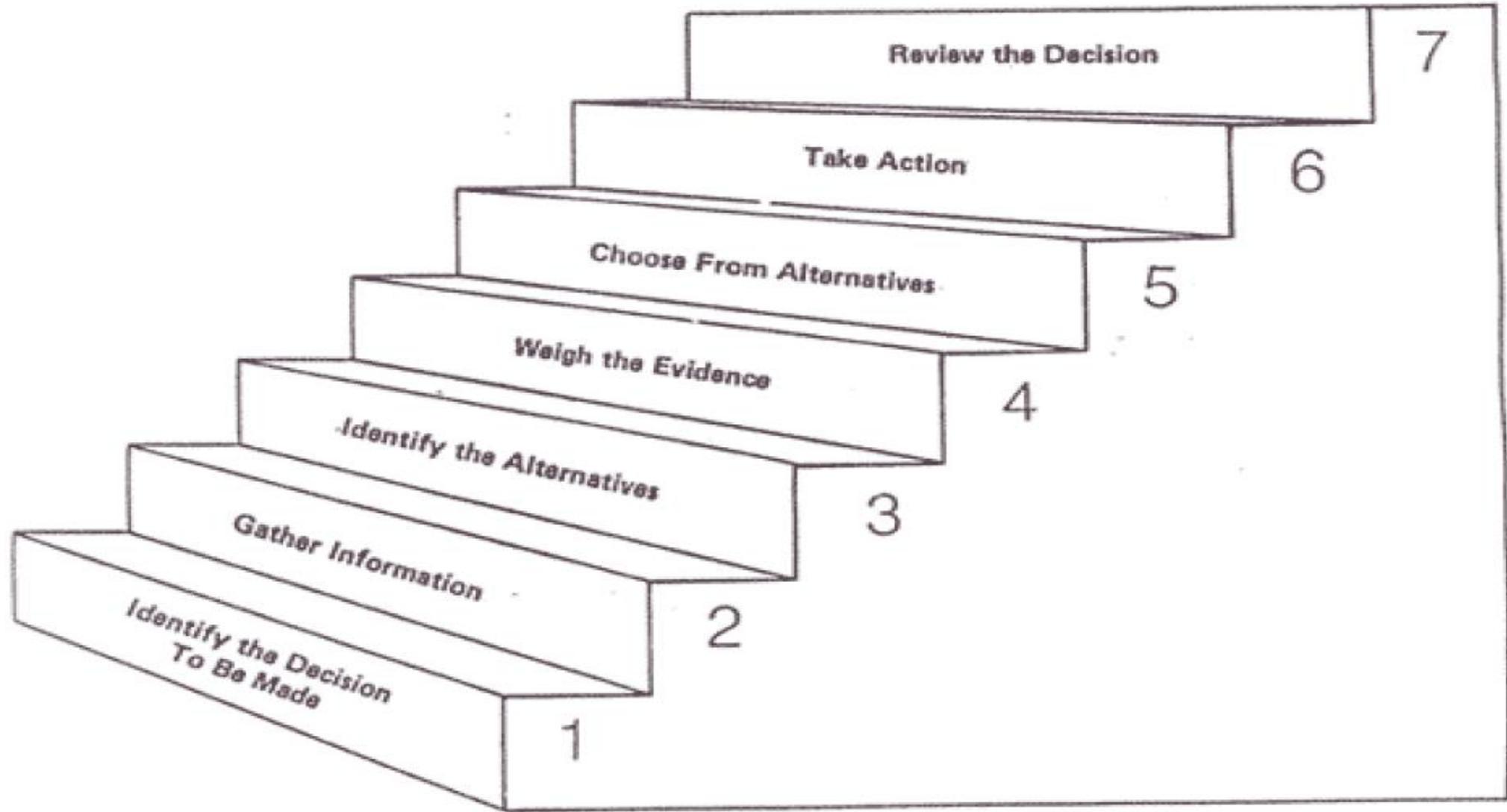
- Decisions made in complex and non-routine situations. decision that is unique.
- Problem or decisions hasn't get up before.
- It is difficult to define problem's or decisions nature and structure.
- Problem or decisions is important and requires a unique solution.

Like :The transfer of power, the work of twinning with another institution, the opening of new treatment centers for needs of society.

□ Ways of Decision Making:

1. Relying on tradition: taking the same decisions that had been undertaken when similar problem arouse in the past.
2. May appeal to authority and make decisions based on suggestions from an expert/a higher level management.
3. Logical decision making: is a rational, intelligent and systematic approach to decision making.

DECISION-MAKING MODEL



Step 1: Identify the decision to be made.

You realize that a decision must be made. You then go through an internal process of trying to define clearly the nature of the decision you must make. This first step is a very important one.

Step 2: Gather relevant information:

Most decisions require collecting related information. The real trick in this step is to know what information is needed, the best sources of this information, and how to go about getting it.

Some information must be sought from within yourself through a process of self-assessment; other information must be sought from outside yourself—from books, people, and a variety of other sources. This step, therefore, involves both internal and external “work”.

Step3:Identify alternatives:

Through the process of collecting information you will probably identify several possible paths of action, or alternatives.

You may also use your imagination and information to construct new alternatives.

In this step of the decision-making process, you will list all possible and desirable alternatives.

Step 4: Weigh evidence.

In this step you should evaluate the alternatives and arrange them according to the priority, based upon your own value system.

and also To ascertain the credibility of the information collected and its reliability.

Step 5: Choose among alternatives:

Once you have weighed all the evidence, you are ready to select the alternative which seems to be best suitable to you. You may even choose a combination of alternatives.

Step 6: Take action.

You now take some positive action which begins to implement the alternative you chose in Step 5.

Step 7: Review decision and consequences.

In the last step you experience the results of your decision and evaluate whether or not it has “solved” the need you identified in Step 1.

If it has, you may stay with this decision for some period of time. If the decision has not resolved the identified need, you may repeat certain steps of the process in order to make a new decision.

You may, for example, gather more detailed or somewhat different information or discover additional alternatives on which to base your decision.

□ Factors Influencing Decision Making:

1. Decision-makers

- Knowledge, experience and judgment
- Perception and personality
- Values and Philosophy

2. Mode:

- Solution urgency and time pressure
- Size and importance
- Structure, uncertainty and risks
- Costs and benefits

3. Environmental restrictions:

- External
- internal



Time management

lecture: 7

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Time is a constant that cannot be altered. The clock cannot be slowed down or speeded up. Thus, time management is a misnomer. No one manages time itself. What is managed is how time is use.

Definition

Time management is the optimum use of the available time.

Importance

1. To know how to use time wisely.
2. To get more work done in less time.
3. To conserve time and energy.

Principles of time management

The nurse manager may start a plan for maximizing the use of managerial time by the application of the following principles:

1. Selection of Staff
- 2-Goal Setting
- 3- Setting priorities
- 4- Daily planning and scheduling
- 5- Plan Strategies
6. Delegation
7. Personal organization and self-discipline

1- Selection of Staff

- A. Selection of well-qualified staff is critical for time saving because they require less supervisory time for development and corrective action.
- B. Also, staff who are adequately informed do not waste time wondering what to do.

The availability of organizational charts and job description save time to find out whom is responsible and for what, lines of authority, etc.

2-Goal Setting

Goals provide direction and vision for actions and a timeline in which activities will be accomplished. Five major questions about goals must be answered if the nurse manager is to manage time effectively.

- A. What specific unit objectives are to be achieved?
- B. What specific activities are necessary to achieve these objectives?
- C. How much time is required for each activity?
- D. Which activities can be planned and scheduled for concurrent action and which must be planned and scheduled sequentially?
- E. Which activities can be delegated to staff?

3- Setting priorities

Priorities should be established for activities to be performed by the nurse manager.

4 Daily planning and scheduling

A "to-do" list should be prepared each day, either after work hours the previous day or early before work on the same day. Flexibility must be a major consideration in this plan: the nurse manager should leave some time uncommitted to deal with the unexpected emergencies that are sure to happen.

5- Plan Strategies

Once the nurse manager has determined and worked the goals, she plans strategies for how to accomplish them. he decides what activities must be done, what are low priority activities that can be eliminated and schedules activities.

6. Delegation

- A. Delegation is the process by which responsibility, authority and accountability for performing tasks (functions, activities or decisions) are assigned to individuals.
- B. Delegation involves assigning tasks, determining expected results, and granting authority to the individual to accomplish these tasks. It means conveying rights and obligations to a subordinate.

Concepts related to delegation include:

- a. **Responsibility** means that the subordinate has an obligation to carry out the activities needed to accomplish the assigned task.
- b. **Accountability** is being held answerable for the results.
- c. **Authority** is the power to make final decision and to command.

7. Personal organization and self-discipline

The nurse manager is involved in many activities, situations and events in relation or time available. The nurse manager must be personally well organized and possess self-discipline in order to be effective i.e. to focus in one task at a time, making sure to start with a high priority task, Through the following points:

a. Improve reading and memory

Learning speed reading and reading for meaning can help overcome reading problems and inability to concentrate. Listening and memory techniques also save time. When listening for understanding, the nurse manager should be attentive, delaying judgment, maintaining eye contact, and using attentive body language. Distractions affect concentration and should be reduced.

b. Transition time

Much time is spent in transition or waiting i.e. for meetings to start, or to talk to someone, etc. Using this time effectively by bringing materials to read or work.

c. Use telephone calls

A call back system can be used. A long cord or cordless phone allows one to move around and work on.

d. Schedule office visits

The Secretary can schedule appointment for the appropriate time and inform the nurse manager of the purpose of the meeting so that she/he can be adequately prepared. Closing office door is helpful to complete talk without interruption.

e. Say No

Most people find it difficult to say "no" to a responsible request from a coworker. However, learning how to say "no" firmly and tactfully and with a pleasant facial expression saves time. Under the following conditions, a nurse manager should refuse to undertake responsibilities that are not her/his required job duties:

1. When the activity will not serve the manager's own professional goals.
2. When the activity requires time and abilities that the manager does not have.
3. When the activity holds no interest for the manager.
4. When undertaking the activity will prevent the manager's involvement in more attractive or more rewarding activity.

f. Use meetings effectively

Meetings should start on time. Stating the purpose of the meeting and following the agenda are the nurse manager's responsibilities. She/he should start with high priority items, control interruptions, restate conclusions, make assignments and deadlines clear and end the meeting on time.

g. Schedule Paperwork

Nurse Managers spend considerable time writing and reading and they are required to cope with increasing unit paperwork. Some of the measures can be followed by the nurse manager include the following:

Plan and schedule time for paper work i.e. time for recording, time to answer mails.

h. Respecting time.

Finally, the key to using time management is to respect one's own time as well as that of others. i.e. using the above measures regarding time management communicate to those who interact with the nurse manager that respect for time is demanded.

Job Description

Evaluation of the job description should be done in accordance with the duties and responsibilities of the nursing staff as mentioned in the job description sheet. Job description and evaluation should be done daily, weekly, and yearly to assess the Staff's progress level.

Job Analysis

It's an objective and structured process to gather information to understand exactly what is required for a person to be successful in the role.

It usually identifies, key tasks and responsibilities as well as the knowledge, Skills, and capabilities required to successfully perform the role.

The aim of job analysis:

1. to define and outline the common duties, or tasks, performed on the job, as well as descriptions of the skills, personality, experience, career
2. To evaluation scheme can provide a defense against a claim of equal pay for work of equal value.

Job Analysis



Job Description

VS

