

Contents

Section 1: Nursing as a Profession: Framework for Management

1. Concept of Nursing	3
❑ Development of Nursing as a Profession	3
❑ Definitions of Nursing	5
❑ Concepts of Nursing	5
❑ Nursing as a Profession	6
❑ Characteristics of a Professional Nurse	7
2. Regulatory Bodies	10
❑ Regulatory Body	11
❑ Types of Regulatory Bodies in Nursing	12
❑ Trained Nurses Association of India	14
❑ Student Nurses Association of India	16
3. Trends and Issues in Nursing	18
❑ Trends in Nursing	18
❑ Factors Affecting Trends in Nursing	20
❑ Issues in Nursing	22
❑ Future Issues in Nursing	23
4. Ethics and Ethical Issues in Nursing	27
❑ Ethics and Ethical Theories	27
❑ Principles and Rights Related to Ethics	29
❑ Code of Ethics and Professional Conduct	31
❑ Ethical Committee	34
❑ Ethical Issues and Ethical Decision-Making	35
5. Consumer Protection Act and Rights of Special Groups	38
❑ Legal System	38
❑ Consumers Protection Act	40
❑ Rights of Special Groups	41
6. Legal Aspects and Legal Issues in Nursing	48
❑ Legal Aspect in Nursing	48
❑ Regulation of Nursing Practice	50
❑ Legal Safeguard for Nurses in Practice	50
❑ Legal Responsibilities in Nursing	51
❑ Dealing in Specific Conditions	53
❑ Dealing With Medicolegal Cases	54

Section 2: Introduction to Nursing Management and Health Care Delivery System

7. Introduction to Nursing Management and Administration	59
❑ Concept of Management	59
❑ Nursing Management	61
❑ Administration	62
❑ Administration Versus Management	63

- ❑ Nature/Characteristics of Management 64
- ❑ Importance of Management 64
- ❑ Levels of Management in Hospital Nursing Services 65
- ❑ Functions of Nursing Management and Administration 66
- ❑ Principles of Nursing Management 67
- ❑ Role of Nurse as a Manager 68

8. Management Theories and Models	73
❑ Evolution of Management Thought	73
❑ Classical Theories of Management	73
❑ Neoclassical Theories of Management	75
❑ Modern Management Theories	79
9. Indian Administrative System and Health Care Delivery System	84
❑ Influences of the British Government	84
❑ Indian Constitution	85
❑ The Preamble	85
❑ Administrative System of India	86
❑ Health-care Delivery System in India	90
❑ Development of Modern Health System	90
❑ Organization of the Health-care Delivery System	91
10. Fundamentals of Health Planning	96
❑ Health Planning	96
❑ Regulatory Bodies	97
❑ National Health Plan	98
❑ National Health Committees	101
11. National Health Policies	107
❑ National Health Policies	107

Section 3: Planning Process

12. Fundamentals of Planning	123
❑ Planning	123
❑ Planning Process	127
❑ Types of Planning	128
❑ Advantages of Planning	129
❑ Limitations of Planning	129
13. Mission, Philosophy and Objectives	132
❑ Mission and Purpose	132
❑ Philosophy	133
❑ Objectives	134
14. Strategic Planning, Operating Plans and Planning New Venture	140
❑ Strategic Planning	140
❑ Operating Plan	142
❑ Planning New Venture	146

15. Innovation in Nursing and Planning for Change	149	<ul style="list-style-type: none"> □ Innovation in Nursing 149 □ Planning for Change 153
16. Program Evaluation Review Technique, Activity Plan, Management by Objectives, and Benchmarking	159	<ul style="list-style-type: none"> □ Program Evaluation and Review Technique 160 □ Activity Plan (Gantt Chart) 161 □ Management by Objectives 162 □ Benchmarking 164
Section 4: Fundamentals of Organization, Planning and Organizing Hospital Nursing and Ancillary Services		
17. Organization and Organization Structure	171	<ul style="list-style-type: none"> □ Basics of Organization 171 □ The Formal and Informal Organization 174 □ Organization Theories 175 □ Minimum Requirements for an Organization 176 □ Organization Structure 177 □ Types of Organization 178
18. Organizational Climate and Organizational Effectiveness	184	<ul style="list-style-type: none"> □ Organizational Climate 184 □ Organizational Effectiveness 188
19. Planning of Hospitals and Patient Care Units	192	<ul style="list-style-type: none"> □ Planning of Hospital 196 □ Planning of Patient Care Unit (PCU) 200
20. Ward Management and Methods of Patient Assignment	208	<ul style="list-style-type: none"> □ Ward Management 208 □ Methods of Patient Assignment 215
21. Planning and Organizing Ancillary Services	221	<ul style="list-style-type: none"> □ Planning and Organizing Central Sterile Supply Department Services 221 □ Planning and Organizing Laundry Services 223 □ Planning and Organizing Dietary Services/Kitchen 224 □ Planning and Organizing Laboratory Services 226
22. Planning for Emergency and Disaster Management	230	<ul style="list-style-type: none"> □ Emergency and Disaster Management 230 □ Planning for Emergency and Disaster Management 235
Section 5: Human Resource Management and Staffing		
23. Human Resource Management	245	<ul style="list-style-type: none"> □ Human Resource Management 245 □ Recruitment 246 □ Selection 250 □ Deployment 253 □ Retention 255 □ Promotion 257 □ Demotion 258 □ Transfer 259 □ Superannuation 260
24. Human Resource Management in Nursing Services	264	<ul style="list-style-type: none"> □ Human Resource Management in Hospital Nursing Services 264 □ Human Resource Management in Community Health Nursing Services 272
25. Fundamentals of Staffing: Staffing, Philosophy, Staffing Study, and Norms	281	<ul style="list-style-type: none"> □ Staffing 281 □ Philosophy of Staffing 285 □ Staffing Study/Estimation of Nursing Staff Requirement 285 □ Staffing Norms and Normative Approaches 287
26. Nursing Activities, Patient Classification System, and Scheduling	293	<ul style="list-style-type: none"> □ Nursing Activities and Activity-based Approaches 293 □ Patient Classification System and Patient Dependency-Related Approaches 296 □ Scheduling 299
27. Categories and Job Description	306	<ul style="list-style-type: none"> □ Categories of Nursing Personnel 306 □ Job Description 308
28. Personnel Policies	322	<ul style="list-style-type: none"> □ Personal Policies 322 □ Organization of Personnel Policies 324 □ Formulation of Personnel Policies 324
29. Staff Development and In-service Education	326	<ul style="list-style-type: none"> □ Staff Development 326 □ Staff Development Models 327 □ Staff Development Methods 329 □ Staff Development Programs 329 □ In-service Education 330
30. Career Planning, Development and Opportunities	336	<ul style="list-style-type: none"> □ Career Planning 336 □ Career Planning and Development 337 □ High Power Committee Recommendations on Career Development-Related Issues 338 □ Nursing as a Career, Career Positions, and Opportunities in Nursing 339 □ Nursing Career Development Opportunities and Practices 340
31. Performance Appraisal	343	<ul style="list-style-type: none"> □ Performance Appraisal 343 □ Approaches to Performance Appraisal 345

□ Performance Appraisal Process	345
□ Methods of Performance Appraisal	346
□ Guidelines for Effective Performance Appraisal	348
32. Discipline and Grievance Procedure	349
□ Discipline	349
□ Indiscipline	350
□ Employee Grievance	352
33. Stress Management	356
□ Work Stress	356
□ Sources of Stress	357
□ Consequences of Workplace Stress	359
□ Approaches to Stress Management	359
□ Nurse Managers' Role in Stress Management	361
□ Tips for Reducing Stress at Workplace	361
34. Occupational Health and Safety	363
□ Occupational Health and Safety	363
□ Occupational Hazards	364
□ Prevention of Occupational Hazards	366
□ Nurses' Role in the Prevention of Occupational Hazards/Diseases	368

Section 6: Directing and Leading

35. Directing and Motivation	373
□ Directing	373
□ Motivation	376
□ Motivation and Performance	377
□ Models of Motivation	378
□ Motivational Theories	379
□ How to Create a Motivating Climate?	380
□ Role of Nurse Managers to Motivate Staff	381
36. Communication	383
□ Communication	383
□ Communication Process	384
□ Types of Communication	385
□ Channels of Communication	387
□ Effective Communication	388
□ Communication Pattern in Nursing	389
37. Effective Supervision	392
□ Supervision	392
□ Supervision Styles	394
□ Forms of Supervision	394
□ Responsibilities of a Nurse Supervisor	395
□ Role of a Nurse Supervisor	395
□ Essential Qualities of a Nurse Supervisor	396
□ Steps of Supervision	397
□ Techniques and Tools Used for Supervision	397
□ Tips for Effective Supervision	399
38. Nursing Leadership	402
□ Significance of Leadership	402
□ Leadership	403
□ Leadership and Management	403
□ Theoretical Approaches to Leadership	404
□ Effective Leadership	406
□ Leader and Leadership Development	408

39. Conflict Management	412
□ Organizational Conflict	412
□ Conflict Management	415
40. Collective Bargaining, Unions, and Professional Associations	419
□ Collective Bargaining	419
□ Health-care Laws	421
□ Employee Unions	422
□ Professional Associations	423

Section 7: Organizational Behavior and Human Relations

41. Fundamentals of Organizational Behavior, Human Relations, Public Relations, Publicity, and Public Education	429
□ Organizational Behavior	430
□ Human Relations	432
□ Public Relations	433
□ Publicity and Public Education	435
42. Group, Group Formation, and Group Dynamics	438
□ Group and Group Formation	438
□ Group Dynamics	442
43. Power, Organizational Politics, Lobbying, and Advocacy	446
□ Power	446
□ Organizational Politics	448
□ Lobbying and Advocacy	450
44. Team Management and Time Management	454
□ Team Management	455
□ Time Management	458
□ Effective Time Management	461

Section 8: Material Management

45. Material Management: Concept, Principles, and Procedures	469
□ Material Management	469
□ Procedure of Material Management System	472
46. Equipment Management, Planning Equipment and Supplies, and Condemnation	476
□ Equipment and Supplies	476
□ Planning of Equipment and Supplies	480
□ Condemnation of Equipment	483
47. Procurement and Purchasing	485
□ Procurement	485
□ Purchasing	488
48. Inventory Control and Inventory Accounting System	490
□ Inventory Control	490
□ Inventory Control System	496

Section 9: Controlling

49. Fundamentals of Controlling 501

- Controlling 501
- Principles of Effective Control 503
- Steps in the Controlling Process 504
- Limitation of Control 504

50. Quality Assurance and Quality Management 506

- Historical Perspectives of Quality Assurance 506
- Quality Assurance and Quality Management 507
- Total Quality Management 511
- Quality Circle 512
- Models of Quality Assurance and Quality Management 512
- Quality Evaluation Systems in Health Care 514
- Six Sigma in Healthcare 515

51. Nursing Service Standards 520

- Nursing Standards 521
- Taxonomy of Standards 521
- Setting and Measuring Quality Standards 523
- Role of Nurse Administrators in Developing Standards 525
- Barriers and Constraints in Developing Nursing Standards 526
- Developed Nursing Practice Standards 526
- Role of Regulatory Bodies in Regulating Nursing Standards 527
- ANA Standards of Nursing Service 531
- ANA Standards of Care/Practice 531
- Professional Responsibility and Accountability 535
- Nursing Practice 535
- Communication and Interpersonal Relationships 535
- Valuing Human Beings 535
- Management 536
- Professional Development 536

52. Nursing Audit 537

- Nursing Audit 537
- Nursing Audit Process 540
- Role of Nurse Managers in Nursing Audit 541

53. Accreditation 543

- Accreditation 543
- Types of Accreditation Agencies in India 545
- National Assessment and Accreditation Council 545
- INC as an Accreditation Body 546
- Accreditation of Hospitals 549

Section 10: Fiscal Management

54. Financial Management, Financial Planning, and Financial Audit 557

- Financial Management 557
- Financial Planning 560
- Financial Audit 561

55. Budget and Budgetary Process 565

- Budget 565
- Budgeting 568
- Budgetary Process 575
- Nursing Budget 576
- Midterm Appraisal 577
- Program Planning Budgeting System 577

56. Cost Accounting and Health Economics 581

- Concept of Cost 581
- Accounting 585
- Cost Accounting 586
- Health Economics 587

57. Economic Evaluation Techniques 594

- Cost Analysis 594
- Cost-benefit Analysis 598
- Cost-effectiveness Analysis 601
- Cost-utility Analysis 603
- Cost Consequences Analysis 604

58. Critical Pathways and Health Care Reforms 607

- Critical Pathways 607
- Healthcare Reforms 609

Section 11: Nursing Informatics

59. Nursing Informatics, Information Technology, Use of Computers and Telecommunications 617

- Nursing Informatics 617
- Information Technology 622
- Use of Computers 624
- Telecommunications 626

60. Documentation System: Nursing Records and Recording, Reports and Reporting, and Correspondence 629

- Documentation System 630
- Records and Recording 634
- Reports and Reporting 636
- Correspondence 638

61. Information Systems: Management Information and Evaluation System, Health Information and Management System, and Nursing Information System 641

- Information System 641
- Management Information and Evaluation System 642
- Health Management Information System 643
- Nursing Information System 645
- Computer-based NIS 646

62. Use of Communication Technology: e-Learning, Telemedicine, Telenursing 648

- The e-Learning 648
- Telemedicine 652
- Telenursing 655

Glossary 661

Index 665