

Effectiveness of Nursing Management Education Program upon the Nurse Managers' Knowledge about Planning in Baghdad City Hospitals

Amean A. Yasir, PhD*

Moahammed F. Khalifa, PhD**

الخلاصة:

الهدف: لتحديد فاعلية برنامج تثقيفي ترميزي-إداري مُوجّه على معارف مدراء التمريض حول التخطيط في إدارة التمريض لمستشفيات مدينة بغداد.

المنهجية: دراسة شبه تجريبية اختيرت فيها عينة غرضية "غير احتمالية" مكونة من (٥٠) مديراً للتمريض في مستشفيات مدينة بغداد قسموا إلى مجموعتين متساويتين كل منهما تضم (٢٥) مديراً للتمريض (مجموعة الدراسة والمجموعة الضابطة). تم تطوير استمارة استبيان كأداة لجمع البيانات لغرض الدراسة. أجريت دراسة استطلاعية للمدة من الثاني من نيسان/٢٠٠٧ ولغاية العشرين من حزيران/٢٠٠٧ لاختبار ثبات ومصداقية محتوى استمارة الاستبيان. تم تحليل البيانات باستعمال أسلوب الإحصاء الوصفي (التوزيع التكراري، النسبة المئوية، والوسط الحسابي) وأسلوب الإحصاء الاستنتاجي (الاختبار التائي). تم إجراء الاختبار القبلي والبعدي لمجموعة الدراسة والضابطة إلى الدراسة للبرنامج التثقيفي الذي طُبّق في المدة من الأول من تشرين الأول/٢٠٠٧ ولغاية الأول من شباط/٢٠٠٨.

النتائج: أشارت نتائج الدراسة إلى أن المشتركين في مجموعة الدراسة حصلوا على فوائد من تنفيذ البرنامج التثقيفي الترميزي الإداري مع حدوث تغيير في معارفهم الإدارية حول التخطيط في إدارة التمريض في المستشفى.

التوصيات: أوصت الدراسة بإمكانية تقديم البرنامج التثقيفي الترميزي الإداري لجميع مدراء التمريض حول التخطيط في إدارة التمريض.

Abstract

Objective: To determine the effectiveness of the Nursing Management Education Program upon the Nurse Managers' Knowledge about planning in Nursing Management at Baghdad City Hospitals.

Methodology: A Quasi-experimental study in which a purposive "non-probability" sample of (50) Nurse Managers was selected from Baghdad City Hospitals. These Managers were divided into two equal groups of (25) Nurse Managers for each (study and control ones). A questionnaire was developed as a tool for data collection. A pilot study was carried out to test the reliability of the questionnaire for the period from April 2nd to June 20th 2007. The pre-post test approach was applied to the study and control groups as mean for the quasi-experimental design when the education program was implemented in the period from October 1st 2007 to February 1st 2008. Data were analyzed through the application of the descriptive data analysis approach (frequency, percentage, mean) and inferential data analysis approach (T-test).

Results: The study results revealed that the study group participants made use of the implementation of nursing management program and a change had occurred to their knowledge about planning in nursing management. The study concludes that the nursing management education program can be considered an effective mean for the improvement of the nurse managers' knowledge about planning in nursing management.

Recommendations: The study recommends that the nursing management education program can be presented to all nurse managers with respect to planning in nursing management.

Keywords: Nursing Management; Nurse Managers' Knowledge; Nurse Managers' Planning

Introduction:

Planning is the first function of the nursing management, and it is a component of effective management that is done and easiest to be ignored because it deals primarily with the future⁽¹⁾. Planning cannot be postponed unless deadlines are set or you make it is an explicit objective. It is the essential link between good intentions and action of the nurse manager⁽²⁾.

Without it, good ideas rarely become realities. Good Planning requires abroad knowledge of nursing management practices are becoming more participative and democratic for the organization's operations and goals, detailed knowledge of nursing management

* Instructor, College of Nursing, University of Babylon

**Professor, Head of Community Health Nursing Department, College of Nursing, University of Baghdad

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department, Technical knowledge, and intuition together with a keen awareness of changes and current trends are affecting the area of health care⁽³⁾.

In Italy, around (1600), Nursing management departments were specialized in controlling of nurses and management of nursing functions in the hospitals during the start of planning, which in 17th and 18th centuries in France the nurse manager participated with the hospital team in the activities of management planning and nursing education⁽⁴⁾. Concerning nursing management performance in hospitals where by equipment is available and/or nurses' function is not clearly monitored at the nursing management department⁽⁵⁾.

The nurse manager is responsible for planning, leading and managing the clinical and operational development of the director of nursing management in accordance with hospital policy⁽⁶⁾. 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⁽⁷⁾.

Nurse Manager is a planner in the hospitals, kin to their counterparts in other organizations, may be distinguished from other personnel in most importantly, manager accountable for the results of the individual⁽⁸⁾.

In Iraq, it is a very important this study, because of a weak the performance in nursing management for health services like the planning nursing management. So, they should be enrolled in the educational program for the improvement planning of the nursing management a quality in hospital.

Methodology

A Quasi-experimental design was carried throughout the present study with the application of test-retest approach for the study and control groups from April 2nd / 2007 to March 20th / 2008.

The study was conducted at Al-Karkh, Al-Resafa, and Medical City Directorates' hospitals which are located in Baghdad city.

A purposive "non-probability" sample of (50) Nurse-Managers was selected from Baghdad City Directorates' Hospitals. It was divided into two equal groups of (25) nurse managers. The sample was gathered in respect to the following criteria: nurse managers should be (30-40) years old, college and institute graduated, have (3-13and more) years of employment, and have (3-10) years of experience in nursing management. Data for such an assessment were collected from (10) Nurse Managers who worked in Baghdad Hospitals and excluded from the original sample.

Open-ended questions, structured interviews and group discussions were employed for the benefits of assessing the needs of oriented nursing management knowledge in the hospital relative to the concept of nursing management about planning. Appropriate statistical methods were used in order to assess and analyze the data which included:

1-Descriptive Data Analysis (frequency, percentages and means) to describe the nurse managers' demographic characteristics, such as nurse managers' age, gender, educational level, years of employment, years of experience, training, and conferences attendance.

The scale of measurement used high, moderate, and low as levels of nurse managers' knowledge about the planning in type of group and type of test.

2-Inferential Statistics:

The calculation of T-test was applied for the determination of the following⁽⁹⁾:

- a. Unpaired T-test between the study and control groups (two independent samples T-test).
- b. Paired T-test between the pre and post test of the study and control groups.

The P-value of (0.05) applied is considered statistically significant throughout the study.

Results

Table 1. Distribution of the Nurse Managers' demographic characteristics for the study and control group

List	Demographic Characteristics	Study group		Control group	
		Frequency	Percent	Frequency	Percent
1	Age (years)				
	30-35	21	84.0%	11	44.0%
	36 and more	4	16.0%	14	56.0%
2	Education				
	College graduate	20	80.0%	19	76.0%
	Institute graduate	5	20.0%	6	24.0%
3	Gender				
	Male	14	56.0%	18	72.0%
	Female	11	44.0%	7	28.0%
4	Years of employment				
	3-7	6	24.0%	1	4.0%
	8-12	17	68.0%	12	48.0%
	13 and more	2	8.0%	12	48.0%
5	Years of Experience				
	3-6	24	96.0%	20	80.0%
	7 and more	1	4.0%	5	20.0%
6	Training				
	Zero	11	44.0%	14	56.0%
	1	8	32.0%	2	8.0%
	2	4	16.0%	5	20.0%
	3	1	4.0%	2	8.0%
	4	1	4.0%	2	8.0%
7	Conference				
	1	18	72%	16	64%
	2	4	16.0%	6	24.0%
	3	3	12.0%	3	12.0%

Table (1) shows the study and control group should be as comparable as possible to avoid confounding effects. Findings out of this table depicted that the majority of the nurse managers in the study group was (30-35) years old (84%) and most of those in the control

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group was (36) years and more (56%). More than two third of the nurse managers in the study and control groups were college graduates. Large number of them was for male (56%) in the study group and (72%) in the control group.

Years of employment were accounted for more than half of the study group (68%). The greater number of both groups was accounted for those who had (3-6) year of experience in the study group (96%) and (80%) in the control group. Those who had no training opportunity were accounted for more than one third of the study group (44%) and the control ones (56%). The large number of nurse managers did not attended related conferences to nursing management (72%) in the study group and (64%) in the control ones.

Table 2. Levels of Nurse Managers' knowledge with respect to planning of nursing management, in study and control group and type of (pre test)

Item		Pre-test levels of Nurse Managers' Knowledge	
		Study group	Control group
Planning	High (76-102)	2	0
	Moderate (55-75)	11	13
	Low (34-54)	12	12

This table indicated that the nurse managers' knowledge was not significantly different with respect to the planning of nursing management, type of group and type of test (Pre test).

Table 3. Levels of Nurse Managers' knowledge with respect to knowledge about planning management of study and control group of (post test)

Item		Post-test I levels of Nurse Managers' Knowledge	
		Study group	Control group
Planning	High (76-102)	25	2
	Moderate (55-75)	0	9
	Low (34-54)	0	14

This table indicates that the Nurse Managers' knowledge had a highly significant difference with respect to the knowledge about planning of nursing management, type of group and type of test.

Table 4. Comparative difference between the study and control groups relative to knowledge about the planning of nursing management in (pre-test)

Item	N	Group's Mean		df	T	Sig.
		Study	Control			
Planning	25	66.76	63.68	48	.851	.399

df= Degree of freedom; N= Number; Sig.= Significance; T= T-test

Table (4) reveals that there is no significant difference between the study and control groups relative to knowledge about the planning of nursing management in the pre-test.

Table 5. Comparative difference between the study and control groups' knowledge about the planning of nursing management in the (post-test)-I

Item	N	Group's Mean		df	T	Sig.
		Study	Control			
Planning	25	101.16	63.52	48	12.107	.000

df= Degree of freedom; N= Number; Sig.= Significance; T= T-test

This table reveals that there is a significant difference between the study and control groups' relative to knowledge about planning of nursing management in the post test-I.

Table 6. Comparative difference between the study and control groups' knowledge about planning of nursing management in the (post-test-II)

Item	N	Group's Mean		df	T	Sig.
		Study	Control			
Planning	25	104.08	104.08	48	14.834	.000

df= Degree of freedom; N= Number; Sig.= Significance; T= T-test

This table reveals that there is a significant difference between the study and control groups relative to knowledge about the planning of nursing management in the post test-II.

Discussion:

Analysis of such characteristics had depicted that most of the selected nurse managers was young age, males, and college graduates, employed for (8-12) year, having less years of experience and no training opportunity (Table 1). Such findings present series of evidence that the criteria for selecting a nurse manager, in the Ministry of Health, include that the nurse managers can be nominated for the position when they are males and young by which tasks and activities can be carried out efficiently. They should also have a minimum of five years of employment. So, they can be capable of having an adequate orientation to role performance, specific leadership style and managerial tasks. 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⁽¹⁰⁾. It has been recommended that graduate nurses should have management positions. It has also stated that the nurse manager's role requires multiple skills and strong educational background. Also, it said that without the advanced educational background, the nurse managers were stressed beyond their capabilities⁽¹¹⁾.

In has been approved that the nurse manager was usually prepared at the BSN or higher level⁽¹²⁾.

It is recommended that young nurses should take positions as nurse managers even though they were wondering about how much they can work. It was believed that it is a very hard role but it was a great opportunity for them to perform planning of the nursing management⁽¹¹⁾.

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Furthermore, almost all nurse managers have a lack of training opportunities to develop new experience in the hospital-based nursing management. So, their managerial performance become inadequate to a degree that no one can imagine. Nurse Managers play an essential role in health care. They set the tone of any health care system. The manager is the backbone of the organization. The quality of patient care, as well as staff recruitment and retention success, rests with this key role. Overtime, it will be the strength of the nurse manager group that determines the success or failure of nursing leadership. Yet it is rare that nurse managers are given the opportunity to acquire the operational, financial, and management skills essential to their success – and the success of their organization ⁽¹³⁾.

Relative to the nurse managers' levels of knowledge about the planning of nursing management, the study findings revealed that neither the study group nor the control one presented differences with respect to their knowledge of the nursing management planning in the pre-test (Table 2). Such finding provides evidence that both groups are eligible to be involved in the study for the benefit of its design. They also provide a fact that most of nurse Managers shared the same level of knowledge about hospital-based nursing management which is actually low.

In post-test I and post-test II, new evidence presented that the study group had gained benefits out of the implementation of the education program which had emerged to show significant terms of improvement in their hospital based nursing management and the knowledge about planning of this management.

So, we can say that there were differences between the study and control groups of nurse managers relative to their knowledge about planning of nursing management (Table 2 and 3). This provides evidence that the study group has gained benefits out of the implementation of the education program in terms of improvement of their hospital based nursing management and their knowledge about components of this management. So, we can determine that the education program is confirmed as an effective mean for the development of such planning in management.

Nurse managers struggle with operational, financial and managerial issues that are not taught in clinical programs. Given the ongoing challenges in health care, many nurse managers may be a bit cynical about their role and organization. They may even have thought about leaving the field ⁽¹⁴⁾.

It is a fact that the preparation of the nurse managers for nursing management is not qualified to meet the standards of presenting well constructed education programs by which nurse managers can gain adequate level of knowledge base (Table 4).

It was reported in their studies that nurse managers, who had a lack of educational preparation and had not received good training in management principles, experienced problems and issues that may negatively influence their managerial responsibilities.

Prior to the implementation of the education program, nurse managers of the study and control groups did not have any knowledge with regard to the planning of hospital based nursing management (Table 4). This finding presented supportive evidence to the eligibility of the groups for being included in the present study.

In Contrast, after the implementing the program, they have acquired a bulk of information of the education program, the study group's nurse managers had demonstrated a significant improvement in their knowledge of planning at the hospital based nursing management (Table 5 and 6). This result presented a supportive evidence for the benefits of the education program effectiveness ⁽¹⁴⁾.

Recommendations:

1. Nursing management based education program can be considered as an educational mean for the improvement of all nurse managers' planning.
2. The Ministry of Health can implement the nursing management-based education program to change the nurse managers' knowledge about planning of nursing management.

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