

# Effectiveness of Nursing Management Educational Program upon Head Nurses Knowledge Regarding Staff Management

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## Abstract

**Background:** Globally, the role of the unit nurse manager has evolved exponentially over the past several decades from that of clinical ward sister, overseeing mainly patient care on a single unit, to that of nurse manager with a much wider scope of practice. Unit operations including budget, recruitment and retention, staff development, quality and evidence-based practice for patient outcomes. Prior to that era, “ward charge nurses” were responsible for only clinical patient care on their single unit, and were expected to perform patient care (Bailey, 2014).

**Objectives:** Implement the nursing management education program for the study group.

**Methodology:** A quasi-experimental design is carried out throughout the present study with the application of test-retest approach for the study and control groups from March 24<sup>th</sup> 2019 to Feb 19<sup>th</sup> 2020.

**Settings of the Study:** This study was conducted at the nursing units of Al-Najaf AL-Ashraf City Hospitals which include (Al-Sadr Medical City, Al-Hakeem General Hospital and Al-Zahra Teaching Hospital, they represented AL-Najaf AL-Ashraf city).

**Result:** Showed that the study group participants had benefits from the implementation of nursing management education program.

**Conclusions:** The program considered an effective mean for the improvement of the head nurse’s knowledge.

**Recommendations:** Head nurses should have the required knowledge about wards management regarding staff management. And nursing management education program is an important tool for the development of head nurses’ skills. Accordingly, head nurses need to be encouraged to participate in nursing management education program focused on staff management. Finally, the study proved that there is an essential need for collaboration between the Ministry of Higher Education and Scientific Research with Ministry of Health and Environment to improve the nursing management courses as a part of curriculum in nursing institutes and universities.

**Keyword:** *Effectiveness, Nursing, Management Educational Program, Head Nurses, knowledge, Staff Management.*

## Introduction

Management is ability of leading, planning, staffing, organizing, and controlling actions to reach objectives. Planning includes determine of objectives and finding method to achieve them. Staffing and organizing is the process of confirming that the important physical and human resources are obtainable to attain the objectives

of planning. Organizing also includes identify job to the correct individual or team and identifying who has the manager to achieve responsibilities. Managing is effecting others staff to reach the organizations objectives and includes directing, energizing and persuading others staff to reach those objectives. Controlling is comparing real role to a standard and rereading the original strategy as required reaching the objectives.<sup>1</sup>

## Methodology

**Design of the Study:** A quasi-experimental design is carried out throughout the present study with the application of test-retest approach for the study and control groups from March 24<sup>th</sup> 2019 to Feb 19<sup>th</sup> 2020.

**Settings of the Study:** This study was conducted at the nursing units of Al-Najaf AL-Ashraf City Hospitals which include (Al-Sadr Medical City, Al-Hakeem General Hospital and Al-Zahra Teaching Hospital, they represented AL-Najaf AL-Ashraf city).

## Results

**Table (1) Pre to Post Training Changes in Mean Scores of Knowledge about Tasks of Staff Management**

Changes in Overall Mean Score	Study group (n = 30)		Control group (n = 30)		Effect size	P. value
	Mean	SD	Mean	SD		
Pre-test	2.43	0.44	2.47	0.41		0.689
Posttest 1	2.85	0.23	2.45	0.39	1.29	< 0.001
Posttest 2	2.81	0.24	2.44	0.38	1.19	< 0.001
Mean difference Post1-Pre	0.42	0.15	-0.02	0.14	3.11	<0.001
Mean difference Post2-Pre	0.38	0.13	-0.03	0.16	2.86	<0.001
Mean difference Post2-Post1	-0.04	0.20	-0.01	0.19	0.16	<0.001
<b>Multiple comparison (pairwise) within groups</b>						
Post 1 vs. Pre	<0.001		0.149			
Post 2 vs. Pre	<0.001		0.119			
Post 2 vs. Post 1	<0.001		0.326			

As it shown in (Table 1), the comparisons of mean knowledge score of the head nurses in both groups at pretest, posttest 1 and posttest 2 revealed that the overall mean knowledge score in the study group changed from 2.43 before training to reach 2.85 after training (posttest 1) and maintained at 2.81 at posttest 2. The differences in pairwise multiple comparison were statistically significant, when compare Post 1-Pre ( $P < 0.001$ ), Post 2 vs. Pre ( $P < 0.001$ ) and post 2 vs. post 1 ( $P = 0.001$ ). Indicated that the overall mean knowledge score for this study at posttest 1 was significantly higher than that at pre training and at posttest 2, and that at posttest 2 was significantly higher than that at pre training. No such changes had been reported in control group and the differences in mean knowledge score were not significant at pre, post1 and post 2. From other point of view, the comparison between both groups at posttest 1 and posttest 2 revealed significantly higher change in study group than controls with a large effect size of 1.29 and 1.19, respectively, indicated that much of the change in the knowledge scores attributed to the training program. Larger effect size also reported when the mean difference are compared between the study

and control groups. Moreover, the trends of changes in mean knowledge score in both groups are graphically compared in (Figure 1).

## Discussion of the Results

Staff management is the method of receiving work done by head nurse through staff nurses. Nursing staff management is the process working through nursing personnel to provide care, cure, and comfort to groups of patient (Council & Nurses, 2018). There are potentials for head nurse supervision in wards to participate in the development of skilled workforce and nursing staff which can positively contribute to hospitals objectives.<sup>2</sup>

Table (1), indicates that the overall mean knowledge score for this study at posttest (1) was significantly higher than that at pre training and at posttest (2) and that of posttest (2) was significantly higher than that at pre training. No such changes had been reported in control group and the differences in mean knowledge score. The differences were not significant at pre, post (1) and post (2). On the other hand when both groups compared the effect size of training program was large

(1.62), in the change of mean knowledge score for this domain at posttest (1), large (1.28) at post-test (2), and cumulatively much large effect size of (3.42) and (3.0) when the mean differences posttest (1) pretest and posttest (2) pretest taken into account, but small effect size of (0.33) reported at posttest (1) posttest (2) but it still significant in study group than controls. This means that head nurses acquired high improvement in nursing staff management knowledge by education program compared to their knowledge at pretest.

Misiukonis, (2011) reported that head nurse and staff nursing are motivated when training is used as a management philosophy to develop nursing staff performance. Similarly.<sup>3</sup>

Saleh, (2015) mentioned that there was highly improvement for level of head nurses' knowledge in all topics of clinical supervision after implementation of educational program compared with pretest.<sup>4</sup>

This result consistent with Wiley (2016), in that he showed that after nursing management education program, head nurses gained better coping mechanisms and increased confidence resilience in improving staff nursing management and cohesion.<sup>5</sup>

#### Conclusions:

Much improvement in the knowledge of study group was detected after implementation of teaching program (post-test1) regarding staff management; therefore, highly significant differences were reported between study group and controls in the proportions of correct responses towards the items of domain with a large effect size.

#### Recommendations:

1. Head nurses should have the required knowledge about wards management regarding staff management.
2. Nursing management education program is an important tool for the development of head nurses' skills. Accordingly head nurses need to be encouraged to participate in nursing management education program focused on wards management.

3. The study recommends focusing on scientifically qualified nurses with minimum of BSc degree to work in the nursing wards.
4. The study proved that there is an essential need for collaboration between the Ministry of Higher Education and Scientific Research with Ministry of Health and Environment to improve the nursing management courses as a part of curriculum in nursing institutes and universities.

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**Conflict of Interest:** None to declare.

**Ethical Clearance:** All experimental protocols were approved under the College of Nursing, University of Babylon, Iraq and all experiments were carried out in accordance with approved guidelines.

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