

REPORTED TIME-MANAGEMENT OF WORK AND MANAGERIAL ACTIVITIES: HEAD AND DEPARTMENT NURSES

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Abstract

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Here the author presents results of a nursing time-management questionnaire research from seven hospitals in the Czech Republic. Target subjects were department and head nurses. Questionnaires were distributed and collected between Nov. 2009 and Dec. 2009 and were completed by 147 respondents. The aim of this study was to evaluate and analyze reported time management by department and head nurses in performing their managerial duties. Nurses were asked about their allocation of regular shift hours versus additional managerial task hours. Findings were compared between hospitals. The research was made possible through the informational system RELA. Questionnaire results were statistically analyzed and compared with the results of working analysis. Work analysis was collected from two Czech hospitals and included work hours from 37 head nurses (357 total work day records) and 37 department nurses (363 work day records). Research was made by auto-screening method.

questionnaire research, working analysis, time management, working day records, health care, comparison, department nurses, head nurses

Health care is a specific area which is fundamentally different from other sectors. Issues related to health care are very sensitive to the community because they affect everyone. The basic mission of nurses is to care for patients and assist them in the treatment of various diseases and injuries. Beyond this primary commitment, many nurses also accept managerial positions. Those at first line (department nurses) and middle management level (head nurses) adopt additional managerial activities. They must be able to delegate tasks and to effectively manage and develop their staff. The proper setup and delegation of activities among personnel based on their qualifications is critical to each organization. Efficient task distribution optimizes employee working time and becomes all the more critical in managerial roles with complex responsibilities.

The aim of this research is to identify and assess the reported allocation of work hours of department and head nurses in the position of the first line and middle management.

The major research question is how the department and head nurses can estimate their working time consumptions. The hypothesis: Does it exist the difference between nursing estimation and auto-screening results? Does it exist correlation between different working activities? These results are compared with the results of working analysis in two Czech hospitals. Ultimately, results of this research seek to help minimize lost time and maximize productive activity during the work shift of head and department nurses.

MATERIAL AND METHODS

This paper presents part of an extensive research questionnaire, which collected data from seven Czech hospitals between November 1, 2009 and December 30, 2009. Questionnaires were distributed via electronic mail through the Deputies for nursing care and the head nurses. These representatives of top management were contacted by a letter which

explained the purpose of the research. Researcher contacted by e-mail all Deputies for nursing care in the Czech hospitals. The target groups of this research were head nurses and department nurses regardless of their professional health care specialization. Data were collected both through the information research system RELA and in printed form. Questionnaires were anonymous. Nurse responses were elicited by sub-types of managerial activity (administrative, professional nursing activities, management activities and other activities) as previously described by Kotrba (2009b). Management activities were further divided in terms of sequential management functions according to Posvar and Chladkova (2009). The following hospitals were surveyed:

- Znojmo Hospital (founder is South Moravian Region),
- Faculty Hospital Královské Vinohrady in Prague (founder is Ministry of Health),
- Faculty Hospital Olomouc (founder is Ministry of Health),
- Private Hospital Kroměříž (stock corporation),
- Private Hospital Liberec (stock corporation),
- Private Hospital Valašské Meziříčí (stock corporation),
- Private Hospital Vsetín (stock corporation).

Organizations were selected because of their comparability (casual selection from all respondents). Results of the questionnaire were categorized according to promoters of the hospitals. The questionnaire also contained attitudinal questions, which are addressed in separate ongoing research by Kotrba. This contribution is a part of the presentation of partial results of the research project MSM No. 6215648904 "The Czech economy in the process of integration and globalization and the development of agrarian sector and service sector in new conditions of the European integrated market." and continues on the previous partial results of research Kotrba (2009c) Kotrba (2009d).

Correlation coefficients were calculated according to Kano (2005) and Pearson's correlation coefficient by Minarik (2006) to determine the relationships between these variables:

- The amount of administrative activity,
- The amount of professional nursing activity,
- The amount of management activity,
- The amount of other activity,
- The number of staff supervised.

The working analysis was made with the method "auto-screening" by the head and the department nurses in the Znojmo Hospital and Army hospital

in Brno, Czech Republic. The results of the auto-screening were categorized by head and department nurses. Auto-screening was programmed to acquire data from two nurse work-periods deemed significant by the deputy managers. The structure of work activities of head and the department nurses is different at those terms. The auto-screening¹ was executed at two hospitals in 2009 (in the first: September 21–October 5 and in the second: October 29–November 11). This data included schedules from 37 head nurses (357 work day records²) and 37 department nurses (363 work day records). Both the department and the head nurses work at the hospital 2 in single-shift operation and their job time is 510 minutes including breaks per day. The forms of working day records used for this paper were designed on the basis of controlled-depth interviews with head and department nurses, previously described by Kotrba (2009b). The methodology of auto-screening was theoretically analyzed and adapted from the methodology already used in other sectors, Kotrba (2009a).

RESULTS AND DISCUSSION

For the nurses in the first line of management Rush (2000) identified the following three critical skills: management of nursing practice and quality services, planning and organization of activities and resources, and building and managing a team. The manager is responsible for ensuring that patients receive a good standard of nursing care, establishing and monitoring standards of medical care, and creating networks of people from different disciplines and ensuring that these systems operate efficiently. The manager evaluates and monitors the dietary and housing conditions of his department. Planning and organization of activities and resources are time-limited in which decisions are made. There is coordination of activities and schedules. The manager allocates and coordinates resources to achieve the objectives of the schedule of services. He values material resources and sets priorities. The manager keeps all medical records, plans meetings, conferences and other events. Building and managing a team forms the basis of nursing care.

Markova and Eislerova (2001) in their research address the management level of department nurses. The authors argue that the historical roles of nurses in management positions are changing (from the time Florence Nightingale). The aim of this research was to determine how much time department nurses spend on individual activities. Their research involved 27 department nurses. The activi-

1 In the research, there was not possible to assure that the respondents filled out the working day records continuously during the working day. They could fill them at the end of their shift and because of this fact the results could be distorted. It was unavoidable.

2 Although each respondent was asked to complete 10 working day records, some fell short of this quota due to unplanned leave or participation of respondents in off-site training events.

ties of department nurses were divided into the following categories:

- Organization of health care (planning, participation in the round, coordination of activities, keeping records).
- Communication (relationships with patients, with families, with nursing team and managing the meetings).
- Hotel services (catering, laundry, hygiene, security, environment ...).
- Acquisition of material and technical equipment (purchase of drugs, equipment, supplies).
- Education (teaching students, staff, identify training needs, organization and participation in the seminars).
- Management staff (presentations, absenteeism, workforce planning, job analysis, deployment and firing of staff, roster, evaluation of labor).
- Participation on health care (implementation of nursing care, education of patients).

Because administrative workers do not staff individual departments, department and head nurses must complete all health insurance documentation. In study Markova and Eislerova (2001) found that department nurses spend most of the time (207 minutes) of devoted to nursing care and educating patients and their families. The organization of health care takes nearly 2 hours per day. One hour department nurse devotes to the ward sister to ensure material supply and equipment machines. Hotel services take more than half an hour. Communicating and information of the staff takes 26.5 minutes per day. Education takes 11.25 minutes. Management of staff occupies almost the smallest part of the time (7.00 minutes).

According to Rush (2000) the role of middle management level is crucial to provide effective nursing care through coordination and quality improvement. Byres in Flynn (1998) add that a high level of system thinking skills for a head nurse is crucial, as well as communication, relationship management and organization of creative teamwork and team-building. A head nurse should actively participate in decision-making at the highest administrative level, concerning with nursing care.

Nerudova (2006) writes that due to ever increasing demands of administration, nurses cannot fully

concentrate on patients. Another problem is stagnant collaboration with doctors, nurses and poor organization at the workplace. Moreover, nurses often take on responsibilities outside of their specialization, for example as health care helpers. The head nurses are the main core of nursing middle managers who cooperate with the senior consultants and clinic and department heads.

Markova a Novakova (2005) reported on data from the Leonardo da Vinci 2 project, which included teams from the Czech Republic. The aim of this project was to analyze the competences of nurse managers and create training programs for department nurses in management. Another aim of the project was the comparison of the activities of the department nurses in the Czech Republic and abroad. The study showed that most problems arise from conflicting methods of conflict resolution. The results of this project led to the creation of European recommendations on the competencies of department nurses and proposed training programs in management.

In this study, the numbers of department and head nurses who participated in the questionnaire research are shown in the following Tab. I.

Hospitals were deliberately chosen because of their comparability. The majority of head nurses (88%) in this hospital group had more than 16 years practice in health care. Department nurses had a similar majority (78%). Head nurses at the faculties' hospitals and regional hospital were majority aged 46–55 years (46% of respondents). Younger head nurses aged 36–45 years (48 %) predominate in the private hospitals. Among all hospitals, 44% of department nurse were age 36–45 years. Classifications of department and head nurses can be seen in the following Tab. II.

Head nurses in faculty hospitals oversee the most staff members (on average 120.1). Next in line are head nurses of private hospitals (106.7) and department nurses (26.3).

RESULTS OF THE QUESTIONNAIRE

Respondents to the questionnaire commented on the importance of labor and management activities in their work. Professional nursing activities (which include a multitude of personnel in the de-

I: The structure of the survey respondents in the analyzed hospitals

Name of hospital	Founder	Head nurses	Department nurses	Total
Hospital Znojmo	South Moravian Region	26	17	43
Faculty Hospital Vinohrady	Ministry of Health	11	13	24
Faculty Hospital Olomouc	Ministry of Health	15	8	23
Hospital Kromeriz	Private	13	10	23
Hospital Liberec	Private	7	0	7
Hospital Valasske Mezirici	Private	1	12	13
Hospital Vsetin	Private	6	3	9
Total	X	79	63	142

Source: Own research

II: Average number subordinates of department and head nurses

	Faculty hospitals		Private hospitals		Regional hospital	
	Department	Head	Department	Head	Department	Head
Department nurses	x	6.9	X	10.8	x	1.1
Nurses	23.4	94.2	29.1	75.6	10.5	18.0
Support staff	5.0	19.0	8.0	20.3	3.0	4.7

Source: Own research

partment/clinic, assist in operations) are judged very important by most head nurses (86%) and department nurses (91%) in all hospitals. Most head nurses (86%) and department nurses (94%) want their work to include more professional nursing activities. Results from individual hospitals did not vary significantly.

Similarly, the evaluation of staff performance and managerial activities are in most cases considered as very important. All head nurses from all hospitals rank leadership (which includes personal activities, employee evaluation, motivation, managing the adaptation process, conflict solution, etc.) as very important. The same position has been adopted by the department nurses from faculty and city hospitals. Only 20% of department nurses evaluated leadership as less important. Both head and department nurses from all hospitals expressed the importance of managerial functions – planning, organization, leadership and control. Respondents in most cases

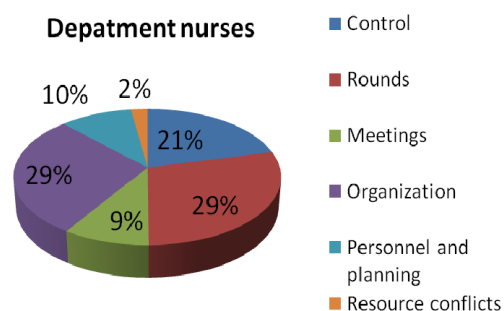
are aware that these activities are in terms of their profession very important. The following Tab. III. shows results of the estimation of time consumption for managerial activities which department and head nurses perform in their profession.

Head nurses estimated on the majority of their time spent on control activities. Results in individual hospitals in terms of founder do not differ, only in faculties and privates hospitals the organization of the clinic is considered as primarily important. Department nurses state that they spend the most time on the organization of their departments. Only in the regional hospital, department nurses assume 55.1 minutes/day devote to meetings. In second place control activities take the most of the time. In comparison, Fig. 1 and Fig. 2 demonstrate the reported structure of managerial activities of department and head nurses measured by the auto-screening methods in two hospitals.

III: Reported time management of managerial activities of department and head nurses (in minutes/day)

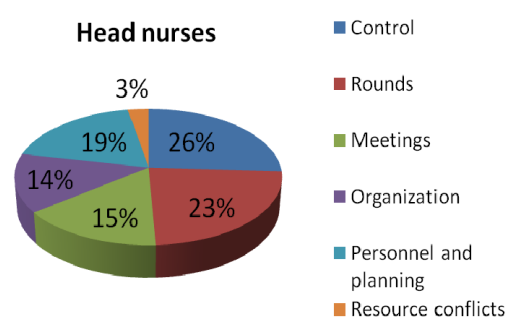
		Control activities	Rounds	Meetings	Organization departments/clinics	Personal activities	Resource conflicts
Faculty hospitals		54.0	37.4	28.6	60.5	31.8	19.4
Regional hospital	Head nurses	53.8	37.9	24.5	35.5	9.1	10.1
Private hospitals		47.1	22.3	24.9	48.0	24.0	16.3
Total		52.4	34.3	26.2	48.2	21.4	15.1
Faculty hospitals		43.4	32.6	20.6	48.0	9.1	16.6
Regional hospital	Department nurses	40.2	55.1	15.5	47.3	7.8	10.6
Private hospitals		40.6	32.2	20.6	45.6	13.9	16.8
Total		41.4	38.5	19.2	46.9	10.7	15.0

Source: Own research



Source: Own research

1: The structure of managerial activities of department nurses by auto-screening



Source: Own research

2: The structure of managerial activities of head nurses by auto-screening

According to the auto-screening research, the department nurses spend most time in average on rounds and with the organization their departments (both 51 minutes/day). They spend 37 minutes during the day for control (supervision). The head nurses spend most of their time with control (40 minutes/day), on rounds (36 minutes/day), with personal activities (29 minutes/day) and with meetings (23 minutes/day). The comparison of reported estimations and results made by auto-screening is shown in Tab. IV.

The estimations of head nurses and auto-screening results from two hospitals were similar. Head nurses consistently overestimated time for organizing their clinic (+9%) and underestimated time for performing personal activities (-8%).

Department nurses spend more time on rounds (then estimation) but this may differ based on different hospitals needs. The estimations and results by auto-screening did not vary significantly in the other categories.

Almost all of the head nurse (92%), according to the survey are satisfied with their current job func-

tions and do not want to work at higher or lower positions. Only one nurse from a faculty hospital and one from a private hospital aspired to achieve a position of their superior head nurse. Two nurses desired a lower working position (from private and regional hospital). The same situation was apparent among department nurses, which in most cases (87%) report no desire to achieve the function of their head nurse. The following Tab. V. shows the results of evaluations carried out by non-specialized auxiliary nursing activities.

Department nurses from regional hospital evaluate auxiliary nursing activities as important in the majority. Among head nurses, in total that opinion didn't predominate. In another question the respondents commented on whether they want to spend more time nursing unprofessional activities. The question is whether this type of activity is appropriate for head or department nurses. Furthermore, department nurses and head nurses evaluated administrative activities in their work, as shown in the following Tab. VI.

IV: Reported time-management tasks by questionnaire estimation and auto-screening method (in minutes/day and %)

	Controls	Rounds	Meetings	Organization	Personnel act.	Resource conflicts
Head nurses estimation	50.3	38.2	29.8	47.2	22.1	16.6
	25%	19%	15%	23%	11%	8%
Head nurses auto-screening	39.5	35.6	23.2	21.2	28.7	4.3
	26%	23%	15%	14%	19%	3%
Department nurses estimation	44.4	40.3	20.2	44.5	12.4	14.7
	25%	23%	11%	25%	7%	8%
Department nurses auto-screening	37.4	50.8	16.3	50.6	17.6	4.1
	21%	29%	9%	29%	10%	2%

Source: Own research

V: Evaluation of the auxiliary nursing activities

	Faculty hospitals		Private hospitals		Regional hospital	
	Department	Head	Department	Head	Department	Head
Ever not important	30%	42%	20%	22%	12%	36%
Less not important	25%	15%	16%	22%	6%	16%
I can not decide	0%	12%	16%	19%	0%	8%
Less important	20%	23%	20%	19%	65%	28%
Very important	25%	8%	28%	11%	18%	12%
Unknown	0%	0%	0%	7%	0%	0%

Source: Own research

VI: Evaluation of administrative activities of department and head nurses

	Faculty hospitals		Private hospitals		Regional hospital	
	Department	Head	Department	Head	Department	Head
Less not important	0%	8%	0%	4%	0%	0%
I can not decide	10%	0%	4%	0%	0%	0%
Less important	0%	31%	24%	41%	18%	44%
Very important	90%	58%	72%	52%	82%	56%
Unknown	0%	4%	0%	4%	0%	0%

Source: Own research

Most head and department nurses from all hospitals evaluate administrative activities as important or very important. 82% of all head nurses do not want to devote more time to administrative activities. Differences in terms of hospitals' founders were not statistically significant. 75% of department nurses reported the same viewpoint. Tab. VII. shows the structure of work activities reported by department and head nurses.

Head nurses report that most of the time (197.7 minutes/day) is spent with managerial and personnel activities. Next most time-consuming is professional nursing activity (122.6 minutes/day). The results of hospitals according the founders did not

statistically significantly different. Department nurses evaluate their working activities similarly.

In comparison, Fig. 3 and Fig. 4 show results of working activities by department and head nurses measured by the auto-screening methods in two hospitals.

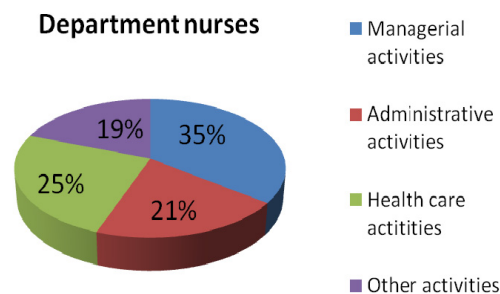
According auto-screening research, department nurses spend the most time with managerial activities (in average 177 minutes/day), which is very positive. On the second place they perform nursing care activities (in average 126 minutes/day). They report 103 minutes on administrative tasks.

In the group of head nurses according this research they perform 166 minutes/day nursing health care activities, which isn't positive for this po-

VII: Structure of working activities department and head nurses (in minutes/day)

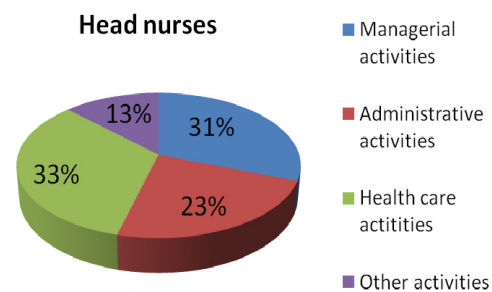
		Administrative activities	Nursing care activities	Managerial activities	Other activities
Faculty hospitals	Head nurses	100.2	94.2	231.7	54.0
Regional hospital		85.4	153.1	170.9	55.2
Private hospitals		94.3	120.9	182.6	78.9
Total		93.2	122.6	197.7	59.8
Faculty hospitals	Department nurses	115.4	116.6	170.3	80.0
Regional hospital		85.4	122.8	176.5	95.3
Private hospitals		75.1	121.2	169.7	114.0
Total		91.3	120.1	171.7	97.6

Source: Own research



Source: Own research

3: The structure of working activities of department nurses by auto-screening



Source: Own research

4: The structure of working activities of head nurses by auto-screening

VIII: Comparison the research results by questionnaire estimation and auto-screening method (in minutes/day and %)

	Administrative activities	Nursing care activities	Managerial activities	Other activities
Head nurses estimation	87.2	112.3	204.2	62.2
	19%	24%	44%	13%
Head nurses auto-screening	116.1	165.6	152.6	62.7
	23%	33%	30%	12%
Department nurses estimation	80.7	123.5	178.0	82.8
	17%	27%	38%	18%
Department nurses auto-screening	102.6	125.8	176.8	96.9
	20%	25%	35%	19%

Source: Own research

sition. They spend 153 minutes with managerial activities and with administrative tasks 116 minutes/day, which is less than department nurses. Tab. VIII. shows the comparison the auto-screening results and questionnaire estimations.

Head nurses estimate that they perform less administrative activities (–4%) and health care activities (–9%). In reality, the difference is almost 29 minutes/day and more than 53 minutes/day. They over-estimate performing managerial activities (+14%). The real difference is almost 52 minutes/day.

Department nurses have very similar estimations with the auto-screening results. Tab. IX. shows the calculated correlation coefficients between selected variables in the category of the head nurse in the questionnaire survey.

The strongest negative correlation in the category of the head nurse is among the variables of professional nursing activities and managerial activities (–0.4199517793). The questionnaire responses show that the more head nurses perform professional nursing activities, the less time they have for managerial activities. Negative correlation also was found between the variables of professional nursing activities and administrative activities. Increasing the number of subordinates decreased performance in health care activities (tasks are most likely delegated), while increasing managerial activities at the head nurses. Association is confirmed by the calculated Pearson coefficients, which are listed in the Tab. X.

In this case predicted hypothesis was confirmed. The following Tab. XI shows calculated correlation

IX: Correlation – Head nurses

	Administrative activities	Professional activities	Managerial activities	Other activities
Administrative activities	X	–0.3220148508**	–0.0194088715	0.3310470738**
Professional activities	–0.3220148508**	X	–0.4199517793**	–0.1736809483
Managerial activities	–0.0194088715	–0.4199517793**	X	–0.0603623724
Other activities	0.3310470738**	–0.1736809483	–0.0603623724	X
Total of subordinates	–0.0299138629	–0.3166578154**	0.3857565684**	0.0293667062

Source: Own research

* Statistically significant at significance level $\alpha = 0.05$

** Statistically highly significant at a significance level $\alpha = 0.01$

X: Pearson's coefficient – Head nurses

	Administrative activities		Professional activities		Managerial activities		Other activities	
	Prob. ³	Pearson. ⁴	Prob.	Pearson.	Prob.	Pearson.	Prob.	Pearson.
Administrative activities	X	X	0.0019	–0.3220	0.4326	–0.0194	0.0014	0.3310
Professional activities	0.0019	–0.3220	X	X	0.0001	–0.4200	0.0629	–0.1737
Managerial activities	0.4326	–0.0194	0.0001	–0.4200	X	X	0.2986	–0.0604
Other activities	0.0014	0.3310	0.0629	–0.1737	0.2986	–0.0604	X	X
Total of subordinates	0.3968	–0.0299	0.0022	–0.3167	0.0002	0.3858	0.3986	0.0294

Source: Own research

XI: Correlation – Department nurses

	Administrative activities	Professional activities	Managerial activities	Other activities
Administrative activities	X	–0.2513287271*	0.1307381518	–0.2466069617
Professional activities	–0.2513287271*	X	–0.0232053218	–0.1757478648
Managerial activities	0.1307381518	–0.0232053218	X	–0.3220589377*
Other activities	–0.2466069617	–0.1757478648	–0.3220589377*	X
Total of subordinates	0.2319258269	–0.2372617108	0.1559162558	–0.0198123387

Source: Own research

* Statistically significant at significance level $\alpha = 0.05$

** Statistically highly significant at a significance level $\alpha = 0.01$

³ Probability

⁴ Pearson's coefficient

coefficients between selected variables in the category of department nurses in the questionnaire survey.

The strongest negative correlation was found by department nurses between the variables managerial activities and health care activities (-0.3220589377). The questionnaire responses show that the more time administrative department nurses have for exercise health care activities, the less time they have for managerial activities. A negative correlation was also found between the administrative activities and professional health care activities (-0.2513287271). In this case predicted hypothesis was confirmed. Association is confirmed by the calculated Pearson coefficients, which are listed in Tab. XII.

A negative correlation was also calculated between the variables of total number of subordinates and professional nursing activities (Pearson = -0.2373). Department nurses, according to the survey believe that with a larger number of subordinates they perform fewer professional nursing activities. In the following Tab. XIII are calculated correlation coefficients between selected variables in category head nurse and department nurse in total in the questionnaire survey.

The strongest negative correlations amongst head nurses and department nurses in total are among the variables of professional health care activities and managerial activities (-0.2676161718). According to the survey, all respondents believe

XII: *Pearson's coefficient – Department nurses*

	Administrative activities		Professional activities		Managerial activities		Other activities	
	Prob. ⁵	Pearson. ⁶	Prob.	Pearson.	Prob.	Pearson.	Prob.	Pearson.
Administrative activities	X	X	0.0235	-0.2513	0.1536	0.1307	0.0257	-0.2466
Professional activities	0.0235	-0.2513	X	X	0.4284	-0.0232	0.0841	-0.1757
Managerial activities	0.1536	0.1307	0.4284	-0.0232	X	X	0.0050	-0.3221
Other activities	0.0257	-0.2466	0.0841	-0.1757	0.0050	-0.3221	X	X
Total of subordinates	0.0337	0.2319	0.0306	-0.2373	0.1112	0.1559	0.4388	-0.0198

Source: Own research

XIII: *Correlation – head and department nurses in total*

	Administrative activities	Professional Activities	Managerial activities	Other activities
Administrative activities	X	-0.2921640721**	0.0360436383	-0.0210088743
Professional activities	-0.2921640721**	X	-0.2676161718**	-0.1587914379
Managerial activities	0.0360436383	-0.2676161718**	X	-0.2334860000**
Other activities	-0.0210088743	-0.1587914379	-0.2334860000**	X
Total of subordinates	-0.0180642211	-0.2287375582**	0.3455395198**	-0.1439602291

Source: Own research

* Statistically significant at significance level $\alpha = 0.05$

** Statistically highly significant at a significance level $\alpha = 0.01$

XIV: *Pearson's coefficient – Department and head nurses together*

	Administrative activities		Professional activities		Managerial activities		Other activities	
	Prob. ⁷	Pearson. ⁸	Prob.	Pearson.	Prob.	Pearson.	Prob.	Pearson.
Administrative activities	X	X	0.0002	-0.2922	0.3351	0.0360	0.4020	-0.0210
Professional activities	0.0002	-0.2922	X	X	0.0006	-0.2676	0.0295	-0.1588
Managerial activities	0.3351	0.0360	0.0006	-0.2676	X	X	0.0026	-0.2335
Other activities	0.4020	-0.0210	0.0295	-0.1588	0.0026	-0.2335	X	X
Total of subordinates	0.4155	-0.0181	0.0031	-0.2287	0.0000	0.3455	0.0437	-0.1440

Source: Own research

⁵ Probability

⁶ Pearson's coefficient

⁷ Probability

⁸ Pearson's coefficient

that the more head and department nurse perform health care activities, the less time they have for managerial activities. A negative correlation was found between the variables for professional nursing activities and administrative activities. Increasing number of subordinates decreases exer-

cise health care activities (tasks are most likely delegated), while increasing management activity. In this case predicted hypothesis was confirmed. This can be evaluated very positively. Dependence is confirmed by the calculated Pearson coefficients, which are listed in the table Tab. XIV.

SUMMARY

Reported time-management of shift hours and managerial activities was collected from 63 department nurses and 79 head nurses from seven pre-selected hospitals in the Czech Republic (Tab. I.). Hospitals were deliberately chosen because of their comparability. The founder of these representatives were regional, the Ministry of Health Czech Republic and private organizers.

All department nurses and head nurses in the survey reported managerial activities as very important, which can be considered very positively. Head nurses devoted most time in average to control activities (supervision). Organization of the clinic as the activity was the second most time-consuming. Department nurses stated that they use the most time in the organization and control of their departments. On the second place are the controls (Tab. III.). Department nurses from faculties and regional hospitals aspired to devote more time to personnel and managerial activities, but the majority (82%) of them did not want to devote more time to administrative activities.

No statistically significant differences were found in category managerial activities (in the groups of head and department nurses) when comparing the questionnaire results and results by auto-screening methods from two hospitals (Tab. IV).

Head nurses from all hospitals recognize the importance of administrative tasks in their job. Head nurses believe that majority of their time (197.7 minutes / day) is devoted to managerial and personal activities, which can be evaluated very positively (Tab. VII). In the second place are professional health care activities (122.6 minutes / day). Department nurses evaluated these activities in a similar way.

Statistically significant differences were found in the category of working activities (only in the group of head nurses) when comparing the questionnaire results and results by auto-screening method from two hospitals. Head nurses underestimate their performance of administrative activities and health care activities and overestimate their managerial activities (Tab. VIII). No statistical significant differences were found in the group of department nurses.

Correlations were calculated for variables such as the kind of performing activity and numbers of subordinates in the categories head nurses, department nurses and head and department nurses in total. Department and head nurses in total believe that if they perform more health care activities, they will have less time for managerial or administrative activities (Tab. XIII). In this case predicted hypothesis was confirmed.

SOUHRN

Výzkum time managementu a manažerských aktivit: Vrchní a staniční sestry

Výzkum odhadu struktury spotřeby času pro pracovní a manažerské činnosti proběhlo v sedmi vybraných nemocnicích a zúčastnilo se jej celkově 63 staničních a 79 vrchních sester ze sedmi vybraných nemocnic v České republice (Tab. I.). Nemocnice byly vybrány záměrně z důvodu jejich srovnatelnosti. Zřizovatelem těchto zástupců byl Jihomoravský kraj, Ministerstvo zdravotnictví ČR a soukromý zřizovatel.

Všechny staniční a vrchní sestry v dotazníkovém šetření hodnotí všechny manažerské činnosti za velmi důležité, což lze hodnotit velmi pozitivně. Nejvíce času věnují vrchní sestry v průměru kontrolní činností. Na druhém místě vrchním sestrám nejvíce času zabere organizace kliniky. Staniční sestry uvádějí, že nejvíce času věnují organizaci svého oddělení. Na druhém místě jsou kontrolní činnosti (Tab. III.). Ve fakultních a krajské nemocnice jednoznačně převažuje názor, že by se respondenti chtěli více věnovat personálním a manažerským činnostem. Navíc 82 % všech vrchních sester se nechce věnovat více administrativním činnostem.

Při porovnání výsledků dotazníkového šetření a výsledků získaných metodou autosnímkování ve dvou nemocnicích nebyly v kategorii manažerské činnosti jak u vrchních, tak staničních sester zjištěny statisticky významné rozdíly (Tab. IV).

Vrchní sestry ze všech nemocnic se domnívají, že nejvíce času (197,7 minut/den) věnují manažerským a personálním činnostem, což lze hodnotit velice pozitivně (jak je vidět v Tab. VII). Na druhém

místě je odborná ošetrovatelská činnost (122,6 minut/den). Obdobně pracovní činnosti ohodnotily staniční sestry.

Při porovnání výsledků dotazníkového šetření a výsledků získaných metodou autosnímkování ve dvou nemocnicích nebyly v pracovních činnostech dle kategorií zjištěny významné rozdíly pouze u vrchních sester. Ty velmi podceňují výkon administrativy a odborné ošetrovatelské péče a přeceňují výkon manažerských aktivit (Tab. VIII). Ve skupině staničních sester nebyly zjištěny statisticky významné rozdíly.

Byly vypočítány závislosti mezi výkonem jednotlivých druhů činností a počtem podřízených v kategoriích vrchní sestry, staniční sestry a vrchní a staniční sestry dohromady. Staniční a vrchní sestry dohromady se domnívají, že čím více vykonávají ošetrovatelské činnosti, tím méně času mají pro výkon manažerských činností nebo administrativy (Tab. XIII). V tomto případě byla zvolená hypotéza potvrzena.

dotazníkové šetření, analýza práce, time management, snímek pracovního dne, zdravotnictví, komparace, staniční sestry, vrchní sestry

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