Developing and Validating of a Managerial Procedures Manual for Head Nurses

Dr. Mona M. Shazly[1], Samah F. Fakhry[2] and *Dr. Gehan M. A. Mostafa[3]

1-   Assistant Professor, Nursing Administration, Faculty of Nursing Ain Shams University

2-   Assistant Professor, Nursing Administration, Faculty of Nursing Ain Shams University

3-   Assistant Professor, Nursing Administration, Faculty of Nursing, Helwan University

*Email of the corresponding author: gehansaber40@hotmail.com

Abstract

The managerial skills are a set of behaviors based on knowledge that can be learned through procedure. Procedures are descriptions of how to carry out an activity. Procedures manual is essential to ensure consistency and quality in products and services. The aim of this study was to develop and validate a managerial procedure manual for head nurses at Ain-shams University Hospital. The study was conducted in Ain Shams University Hospital using operational design. It included a group of 78 head nurses for assessment and a jury group consisting of 16 faculty members of Nursing Administration and 8 nursing directors and assistants. Data were collected using a head nurses' self-administered questionnaire and opinionnaire form for the jury group. The researchers discussed the idea of the study with representatives of the hospital administration to reach to an agreement regarding the importance of the proposed manual and its content, then assessed head nurses' view of the importance of a managerial manual. The results showed that 25.6% of the head nurses did not know about the presence of a manual for managerial nursing procedures, 96.2% expressed the need for such manual, and 70.7% reported having faced problems due to lack of such manual. Based on analysis of the data the researchers developed the manual that was validated by the jury group, and distributed to head nurses after approval of the hospital administration. The hospital administration participated in all steps of the development of the manual, and adopted its use in the setting. The effectiveness of the manual in reducing head nurses' stress related to managerial problems needs to be assessed after a few months of implementation.

Key words: Head nurse, Manual, Managerial skills and Managerial procedures

1. Introduction

Management is a challenging job requiring special managerial skills to be accomplished. The managerial skills are a set of behaviors that lead to job performance. They may be acquired by learning (Sayed Javadin et al 2010). There are mainly four kinds of managerial skills, namely technical, human, conceptual, and design skills (Corporate Training Materials, 2011). Alternatively, Sarawat (2007) who defined managerial skills as the knowledge and ability to manage classified these skills into five categories which are technical, leadership, controlling, planning, and decision-making skills. The technical skills relate to manager's understanding of the organization's missions and ability in multi-tasks and in using office tools. The specific kinds of these skills depend upon the manager's position in the organization (Goodwin et al 2006). The human managerial skills reflect manager's ability to work with, understand, alter, lead, and control the behavior of people and groups (Sutevski, 2013). The conceptual skills include the ability to analyze a situation and distinguish between cause and effect; they are mainly required in senior level managers (Belal et al 2011). The controlling skills reflect the ability to measure subordinates' performance and take corrective action (Schermerhorn, 2001). The planning skills refer to the ability to define goals and methods and set plans to reach the objectives, while the decision-making skills refer to the ability evaluate various options and select the best choice (Schoening, 2004). Lastly, the leadership skills mean the ability to influence, corporate, motivate, and communicate with others in order to perform effectively (Sarawat, 2007).

Managers often learn how to perform a task through procedures. Procedures play an important role in safeguarding against quality, environmental, health and safety problems (Dew, 2009).The procedures manual is going to help the staff doing their job well and assisting them whenever they need questions to be answered. Key features of procedures manual should be simple to read and use, easily accessible, well organized with table of content and indexed (Kruger, 2011).

2. Significance of the study

Managerial skills are based on knowledge that can be learned, and may also be acquired through practical

implementation of management activities (Sutevski, 2013). As emphasized by most management scholars, experience helps managers acquire relevant managerial skills that allow them to perform their jobs effectively. This may be achieved through provision of self-learning materials, procedure manuals and guidelines that may help head nurses to build-up their managerial skills on solid backgrounds. Therefore, the aim of this study was to develop and validate a managerial procedure manual for head nurses at Ain-shams University Hospital. This was done through assessing the managerial procedures in the clinical areas of the study setting and the managers' related needs, developing a proposed managerial procedure manual based on literature review along with the identified needs and examining validity of the developed procedure manual.

3. Research Methodology

3.1. Research design and setting

The study was conducted in Ain Shams University Hospital using an operations research design, defined as systematic and scientific analysis and evaluation of problems in a setting (Webster New World Dictionary, 2009). The Ain Shams University Hospital is affiliated to Ain Shams University in Egypt; it includes various specialties such as (medical departments, emergency care, and ICU, CCU and kidney dialysis). This hospital concerned with providing care for patients who need medical intervention. It includes 870 beds and the nursing work force working in such hospital is 450 nurses.

3.2. The research sample

The study participants consisted of a group of head nurses for assessment and a jury group for validation of the manual. The nurses' group consisted of 78 head nurses from all hospital departments and units. The jury included 16 faculty members of Nursing Administration departments (4 professors, 8 assistant professors, 4 lecturers) from the Faculties of Nursing at Cairo, Ain-Shams, Helwan, Damanhur, and Zagazig Universities, in addition to a group from the service field that included 4 nursing directors and their 4 assistants of the four Ain-Shams University Hospital (Ain-Shams, Pediatrics, El-Demerdash, and Obstetrics hospital).

3.3. Data collection tools

Data were collected by using a head nurses' self-administered questionnaire and opinionnaire form for the jury group.

3.3.1. Self-administered questionnaire

The researchers constructed this sheet based on (Stup, 2001; Marquis& Huston, 2009) to assess head nurses' opinions about the presence, availability, and importance of managerial procedures manuals in Ain Shams University Hospital and its departments. It consisted of two parts. The first part was for respondent's personal characteristics such as age, qualification, marital status, experience in current position, total experience in nursing, and course attendance. The second part included questions about the presence and availability of managerial procedures manual (6 questions) and the types and frequency of administrative and or managerial problems facing head nurses throughout different shifts (9 questions). It also sought respondent's opinion regarding the important managerial procedures that need to be included in the manual such as time management, time schedule, delegation, work assignment, patient admission and transfer, nursing rounds, nursing reports, and performance appraisal. Each managerial procedure included the responsible person, purpose, equipment and supplies, action steps, and forms (15 main questions with 5 sub items for each question). The subject's responses ranged from low, moderate and high important.

3.3.2. Opinionnaire sheet

The researchers prepared this tool to identify experts' opinions regarding the developed manual in order to ascertain its face and content validity.it consisted of two parts.

Part1; aims at determining face validity of the managerial procedures manual for head nurses. The opinionnaire contained a group of statements that were asked to the experts to determine their opinion regarding the general form of the proposed tool.

Part2; aims at determining content validity of the proposed managerial procedures manual for head nurses. It entails all the procedures manual that could be done by head nurse. In addition to all questions that express the managerial procedures are possessed by head nurse. The response to each statement or question was either "agree" or "disagree." In addition to this manual, there was a space for expert's comments.

Pilot study; A pilot was carried out on 8 head nurses (approximately 10% of the study sample) from various units in the hospital to assess the clarity and completeness of the tools. It also helped to estimate the time needed to fill in each tool, which ranged from 30 to 40 minutes. Only minor modifications were done in the study tools

according to pilot results; hence, the pilot participants were included in the main study sample.

3.4. Study Procedure; the study was implemented in four phases as follows.

3.4.1. Preparation phase

During this phase, the researchers discussed the idea of the study with representatives of the hospital administration to reach to an agreement regarding the importance of the proposed managerial procedure manual and its content. They were considered as members of the research team, and their inputs were solicited at each phase of the study, which is a key characteristic of operations action-oriented research. This was necessary to guarantee the adoption of the developed manual and its use in the study settings after its finalization.

3.4.2. Assessment phase: This phase was started immediately after obtaining official permissions to conduct the study. It served to collect baseline data regarding the presence and availability of a managerial procedure manual, and nurses' view of the importance of such manual to solve managerial problems. The researcher recruited participants from study settings. After obtaining their consent, they handed them the forms, with explanations and instructions regarding their filling them out. This phase lasted from August 2012 to December 2012.

3.4.3. Designing and developing phase: This phase involved the analysis of the collected data to deduce respondent's opinions regarding the importance of the proposed manual and its content. It also included reviewing relevant literature to help in building up the managerial procedure manual. This phase ended up with a draft of the manual, in addition to a finalized jury form according to proposed manual content (appendix I). It lasted from February to April 2013.

3.4.4. Validation phase: The proposed manual draft was distributed to the jury group along with the opinionnaire form to solicit their views regarding its face and content validity. The manual was finalized accordingly, and distributed to head nurses in the designated hospitals after approval of the hospital administration. This phase Lasted from May to July 2013.

4. Ethical considerations

The researchers followed all principles of ethics in research. Official permissions for data collection were obtained from hospital and nursing directors after explanation of the aim study. The researchers obtained oral informed consents from participants after informing them about the purpose and procedures of the study. Confidentiality of information was assured, and the forms were anonymous. Participants were informed about the right to refuse to participate or withdraw at any time with no reason given.

5. Statistical analysis

Data entry and statistical analysis were done using SPSS 18.0 statistical software package. Data were presented using descriptive statistics in the form of frequencies and percentages for qualitative variables, and means and standard deviations for quantitative variables. Qualitative categorical variables were compared using chi-square test. Whenever the expected values in one or more of the cells in a 2x2 tables was less than 5, Fisher exact test was used instead. In larger than 2x2 cross-tables, no test could be applied whenever the expected value in 10% or more of the cells was less than 5. Statistical significance was considered at p-value <0.05.

6. Results

The study sample consisted to 78 female head nurses in managerial positions. As Table I shows, their age ranged between 20 and 49 years. More than two-thirds of them were bachelor degree nurses (71.8%). They mostly had less than ten years' experience in nursing (61.5%) and in management (56.4%).

Table II illustrates that 25.6% of the head nurses did not know whether there was a manual for managerial nursing procedures in the hospital or not. Among the 66.7% who affirmed the presence of such manual, only a few mentioned having read it (11.5%) or used it (13.5%), and only 13.5% found it helpful. Only 1 (1.9%) nurse considered it sufficient and comprehensive. Hence, almost all nurses (96.2%) expressed the need for such manual. Meanwhile, more than two-thirds of the nurses (70.7%) reported having faced problems due to lack of such guideline. The most common of these problems were related to supervisors (44%) and peers (40%).

Concerning nurses' opinions regarding the content of the managerial procedures manual for planning and organizing functions, Table III indicates that a great majority of them agreed upon the high importance of each of the six functions. The "responsible person" item had the highest percentages of agreement in all six areas, while the "forms" item was highest in all areas except those of "issuing and storing supplies" and "issuing and storing medications." It is also noticed that the item of "equipment and supplies" had generally the lowest percentages of high agreement.

As regards the directing functions, Table IV similarly demonstrates high percentages of nurses' agreement upon the high importance of all items in all five areas. It can be noticed that the item of "action steps" had the highest percentages of agreement in all five areas, reaching 96.2% for the areas of patient admission and discharge. On the other hand, the item of "responsible person" had the lowest percentages of agreement, reaching as low as 66.6% for the area of patient discharge.

The nurses' percentages of agreement upon the importance of the controlling functions were also high as shown in table V It was generally highest for the items of "responsible person" and "action steps" in all three functions. On the other hand, the "forms" item of the area of "controlling medications" had the lowest percentage of agreement (69.2%).

Table VI illustrates a unanimous agreement of both jury groups upon most of the items of face validity of the developed manual. Only 1 of the 16 juries in the faculty group disagreed upon the correct and scientific wording of the manual.

Concerning the content validity of the developed managerial procedure manual, Table VII also demonstrates unanimous agreement of both jury groups upon all the tested items. The only exceptions were for the appropriateness and comprehensiveness of the procedures, where one member of each of the two groups expressed her disagreement, in addition to one member of the head nurses group who disagreed that the manual covered all basic managerial skills. As regards the instructions, the only disagreements were from one member of each of the two groups regarding the clarity of writing, in addition to one member of the faculty group who disagreed upon the instructions concerning equipment and supplies.

Table I Socio-demographic characteristics of head nurses in the study sample (n=78)

Items	Frequency	Percent
Age (years):		
<30	28	35.9
30-	22	28.2
35+	28	35.9
Range	20-49	
Mean±SD	32.4±6.4	
Marital status:		
Unmarried	24	30.8
Married	54	69.2
Nursing qualification:		
Bachelor	56	71.8
Diploma	22	28.2
Years since graduation:		
<10	48	61.5
10+	30	38.5
Range	1-30	
Mean±SD	9.7±6.4	
Experience years in management:		
<10	44	56.4
10+	34	43.6
Range	<1-30	
Mean±SD	9.9±6.3	

Table II Availability of nursing managerial procedures manual in the hospital and related problems as reported by nurses in the study sample (n=78)

Items	Frequency	Percent
There is a nursing managerial procedures manual in the hospital:		
Do not know	20	25.6
Yes	52	66.7
No	6	7.7
If yes (n=52):		
Read it	6	11.5
Used it	7	13.5
Found it helpful	7	13.5
Sufficient and comprehensive	1	1.9
Needs updating	10	19.2
There is a need for a nursing managerial procedures manual in the hospital	75	96.2
Faced problems due to lack of a nursing managerial procedures manual in the hospital	53	70.7
Types of problems (n=53):[@]		
Problems with supervisors	33	44.0
Peers problems	30	40.0
Patient care	25	33.3
Patient rights	25	33.3
Legal problems	25	33.3
Problems with subordinates	23	30.7
Financial problems	17	22.7

(@) Not mutually exclusive

Table III Head nurses' opinions about nursing managerial procedures manual's content related to planning and organizing functions (n= 78)

Planning and organizing functions	Importance					
	Low		Moderate		High	
	No	%	No	%	No	%
Time management:						
Responsible person	0	0	4	5.1	74	94.9
Purpose	1	1.3	9	11.5	68	87.2
Equipment and supplies	1	1.3	7	9	70	89.7
Action steps	0	0	3	3.8	75	96.2
Forms	0	0	4	5.1	74	94.9
Time schedule:						
Responsible person	1	1.3	9	11.5	68	87.2
Purpose	2	2.6	10	12.8	66	84.6
Equipment and supplies	4	5.1	14	17.9	60	76.9
Action steps	0	0	5	6.4	73	93.6
Forms	0	0	4	5.1	74	94.9
Delegation:						
Responsible person	0	0	4	5.1	74	94.9
Purpose	2	2.6	7	9	69	88.5
Equipment and supplies	4	5.1	14	17.9	60	76.9
Action steps	4	5.1	12	15.4	62	79.5
Forms	0	0	4	5.1	74	94.9
Work assignment:						
Responsible person	1	1.3	4	5.1	73	93.6
Purpose	6	7.7	7	9	65	83.3
Equipment and supplies	1	1.3	14	17.9	63	80.7
Action steps	4	5.1	12	15.4	62	79.5
Forms	0	0	4	5.1	74	94.9
Issuing and storing supplies:						
Responsible person	1	1.3	4	5.1	73	93.6
Purpose	6	7.7	7	9	65	83.3
Equipment and supplies	6	7.7	14	17.9	58	74.3
Action steps	3	3.8	10	12.8	65	83.3
Forms	10	12.8	14	17.9	54	69.2
Issuing and storing medications:						
Responsible person	1	1.3	14	17.9	63	80.7
Purpose	2	2.6	11	14.1	65	83.3
Equipment and supplies	1	1.3	12	15.4	65	83.3
Action steps	7	9	12	15.4	59	75.6
Forms	12	15.4	16	20.5	50	64.1

Table IV Head nurses' opinions about nursing managerial procedures manual's content related to directing function (n= 78)

Directing function	Importance					
	Low		Moderate		High	
	No	%	No	%	No	%
Patient admission:						
Responsible person	2	2.6	17	21.8	59	75.6
Purpose	1	1.3	9	11.5	68	87.2
Equipment and supplies	1	1.3	8	10.3	69	88.5
Action steps	0	0	3	3.8	75	96.2
Forms	2	2.6	16	20.5	60	76.9
Patient discharge:						
Responsible person	6	7.7	20	25.6	52	66.6
Purpose	1	1.3	9	11.5	68	87.2
Equipment and supplies	1	1.3	9	11.5	68	87.2
Action steps	2	2.6	1	1.3	75	96.2
Forms	2	2.6	14	17.9	62	79.5
Patient transfer:						
Responsible person	1	1.3	16	20.5	61	78.2
Purpose	1	1.3	11	14.1	66	84.6
Equipment and supplies	1	1.3	7	9	70	89.7
Action steps	0	0	5	6.4	73	93.5
Forms	2	2.6	16	20.5	60	76.9
Nursing reports:						
Responsible person	1	1.3	7	9	70	89.7
Purpose	4	5.1	7	9	67	85.8
Equipment and supplies	3	3.8	14	17.9	61	78.2
Action steps	0	0	7	9	71	91.0
Forms	2	2.6	16	20.5	60	76.9
Meetings:						
Responsible person	10	12.8	4	5.1	64	82.0
Purpose	1	1.3	9	11.5	68	87.2
Equipment and supplies	12	15.4	12	15.4	54	74.3
Action steps	1	1.3	7	9	70	89.7
Forms	14	17.9	4	5.1	60	76.9
Nursing round:						
Responsible person	1	1.3	4	5.1	73	93.6
Purpose	6	7.7	7	9	65	83.3
Equipment and supplies	5	6.4	14	17.9	59	75.6
Action steps	0	0	8	10.3	70	89.7
Forms	2	2.6	14	17.9	62	79.4

Table V Head nurses' opinions about nursing managerial procedures manual's content related to controlling function (n= 78)

Controlling functions	Importance					
	Low		Moderate		High	
	No	%	No	%	No	%
Performance appraisal:						
Responsible person	1	1.3	10	12.8	67	85.8
Purpose	6	7.7	7	9	65	83.3
Equipment and supplies	5	6.4	14	17.9	59	75.6
Action steps	2	2.6	7	9	69	88.5
Forms	2	2.6	10	12.8	66	84.6
Controlling supplies:						
Responsible person	0	0	5	6.4	73	93.6
Purpose	7	9	10	12.8	61	78.2
Equipment and supplies	6	7.7	16	20.5	56	71.7
Action steps	3	3.8	4	5.1	71	91
Forms	1	1.3	18	23	59	75.6
Controlling medications:						
Responsible person	1	1.3	6	7.7	71	91
Purpose	8	10.2	7	9	63	80.7
Equipment and supplies	7	9	11	14.1	60	76.9
Action steps	0	0	6	7.7	72	92.3
Forms	10	12.8	14	17.9	54	69.2

Table VI Face validity of the proposed nursing managerial procedure manual as reported by the jury group

	Faculty (n=16)		Nurse managers (n=8)		X^2 Test	(p-value)
	No.	%	No.	%		
Structure: The proposal looks like a managerial procedures manual for nurse managers	16	100.0	8	100.0	--	--
Wording is: Clear	16	100.0	8	100.0	--	--
Correct	15	93.8	8	100.0	Fisher	1.00
Scientific	15	93.8	8	100.0	Fisher	1.00
Appropriate	16	100.0	8	100.0	--	--
Understandable	16	100.0	8	100.0	--	--
The proposal: Is acceptable to determine the training needs for the nurse managers	16	100.0	8	100.0	--	--
Can be used for orienting new nurse managers	16	100.0	8	100.0	--	--
Can be used to determine nurse managers' skill profile	16	100.0	8	100.0	--	--
Can be used for evaluating nurse managers' performance	16	100.0	8	100.0	--	--

Table VII Content validity of the proposed nursing managerial procedure manual as reported by the jury group

Items	Faculty (n=16)		Nurse managers (n=8)		X2 Test	(p-value)
	No.	%	No.	%		
Procedures are:						
Clearly written	16	100.0	8	100.0	--	--
Appropriate	15	93.8	8	87.5	Fisher	1.00
Comprehensive	15	93.8	8	87.5	Fisher	1.00
Applicable	16	100.0	7	100.0	Fisher	0.33
Cover basic managerial skills	16	100.0	7	100.0	Fisher	0.33
No duplication among action steps	16	100.0	8	100.0	--	--
In logical consequence	16	100.0	8	100.0	--	--
Instructions are:						
Clearly written	15	93.8	7	87.5	Fisher	1.00
In logical sequence	16	100.0	8	100.0	--	--
Indicate the:						
Procedure title	16	100.0	8	100.0	--	--
Effective date	16	100.0	8	100.0	--	--
Review schedule	16	100.0	8	100.0	--	--
Final approval responsibility	16	100.0	8	100.0	--	--
Person in charge	16	100.0	8	100.0	--	--
Purpose	16	100.0	8	100.0	--	--
Equipment and supplies	15	93.8	8	100.0	Fisher	1.00
The content of the proposed nursing managerial procedure manual can be applied in other universities.	16	100.0	8	100.0	--	--

7. Discussion

Procedures manual is essential to ensure consistency and quality in products and services. Procedures manual provides instructions and directions for the day-to-day operation of a management function (Valentino, 2008). Any job to be effective should have a procedure manual to guide employees on what they should do and how to do it (Kruger, 2011). The present study identified a real need of first level head nurses for a guideline for management skills. This was revealed from their direct expression of this need, in addition to the amount of problems reported by them and related to their deficient managerial skills and lack of guidelines. This lack of managerial guidelines is in agreement with Martinez and Martineau (2001) who declared that developing countries are deficient in comprehensive performance-management systems, and the few examples that exist are not updated, not understood, or not appropriately applied due to lack of managers' skills.

The lack of awareness of managerial guidelines as revealed among the head nurses in the present study might be attributed to lack of training and preparation for managerial roles in the study sample where approximately one-third had only a secondary nursing school diploma, and none had postgraduate degree. In congruence with this, Anthony et al (2005) mentioned that the educational backgrounds influenced nurses' perception of the role of nurse manager, and those with a master had a more global and balanced view of their. Moreover, Townsend et al (2013) identified the lack of managerial skill development as an important factor limiting their full exertion of the roles of nurse managers, in addition to budget restrictions. Thus, Kleinman (2003) underscored the need for preparation of head nurses in the managerial as well as clinical aspects of their roles.

A striking finding of the present study is that one-fourth of the study sample did not know whether a managerial nursing procedure was available in their units or not. Moreover, even though about two-thirds reported the

presence of a manual for managerial nursing procedures, only very few of them read it or used it. This reflects a lack of awareness of the numerous nursing management activities, or even a lack of perception of the importance of acquaintance with managerial skills. In this respect, Roghani et al (2009) clarified that the managerial nursing activities are many, and they may be perceived differently according to the levels of management. They include supervisory, operation, as well as human resources-related management. First level head nurses have a higher perception of goal setting and planning rather than supervisory management.

According to the current study findings, the main problems were related to supervisors and peers. This reflects a deficiency in a major area of management concerning work relations and supervisory roles, since as stated by Martinez (2001) a performance-management system "measures, monitors and enhances the performance of staff." Therefore, managers should possess the skills of evaluating staff productivity, motivating them, and identifying and correcting any deficiencies in their performance (Kolehmainen-Aitken, 2004). Hence, as emphasized by Marquez and Kean (2002), supervision and support are vital to avoid managerial problems and to provide quality services. They also contribute to job satisfaction (Lu et al., 2005).

The current study demonstrated that the identification of the "responsible person" item was the most agreed upon item in the planning and organizing as well as the controlling managerial functions. This indicates the role of "role ambiguity" in producing supervisor and peers problems related to these functions. This underscores the importance of clear job descriptions for all nursing staff to avoid role ambiguity and conflict. As for the directing functions, the item of "responsible person" had the lowest agreement. This might be due to the fact that in directing there is no "role ambiguity" since the line of commanding is often clear to managers and subordinates. The importance of clear job descriptions in enhancing the performance of staff has been emphasized by Martinez (2001). Moreover, role ambiguity has been identified as an important predictor of nurse manager's stress (Kath et al, 2013), and of nurses' turnover (Osuji et al, 2014).

Another important area identified by the current study participants to be included in the managerial guidelines is concerning the forms. Apart from the forms related to issuing and storing supplies and issuing and storing medications, as well as controlling medications, this item had the highest percentages of agreement. This reflects a major problem with the forms used in all other areas apart from these three areas whose forms have some legal aspects and thus the nurses have no trouble dealing with them. Electronic forms are now recommended to deal with the problems of paper-based forms (Wang et al, 2013).

Based on these identified needs and opinions, the researchers developed the managerial procedures manual covering different components of the nurse manager skills. It was intended to respond to these needs and to avoid the management-related problems raised by the participants. This, in addition to the participation of the hospital administration in refining the manual, which is a key step in action-oriented research, would ensure its implementation as well as its positive impact on the setting, patients, and staff. In congruence with this, Nasiripour et al (2014) stressed that successful interventions must be built on identified needs deduced from local problem analysis in order to meet unmet needs. Moreover, the interventions that involve different components have a more chance of success (Rode, 2005).

The procedure manual developed in the present study is expected to help head nurses to do their job well and answer their frequently raised questions. It will play an important role in anticipating management-related problems. The manual includes checklists to assure that work is performed properly, along with detailed information about instrument settings, safety precautions, and special problems that are known to occur as recommended by Dew (2009) and Terry (2009). It is written in simple language, is well organized, and appropriately referenced as Stup (2001) advised. It was also faced and content-validated by a panel of experts in the field as an essential step to ensure its comprehensiveness and utility as emphasized by El-Shimy (2002) and Safwat (1997).

8. Conclusion

The study concludes that almost all nurses expressed the need for such manual. Meanwhile, more than two-thirds of the nurses reported having faced problems due to lack of nursing managerial procedures manual. A great majority of them agreed upon the high importance of each of the managerial procedures manual for planning, organizing, directing and controlling functions. A validated nursing managerial procedures manual was developed based on identified needs and taking into account head nurses' opinions and a unanimous agreement of both jury groups upon most of the items of face validity of the developed manual. The hospital administration participated in all steps of the development of the manual, and adopted its use in the setting.

9. Recommendations

The study recommended that:

1. The nursing directors should post manual in sites accessible to all head nurses in all hospital departments and ensure its utilization

2. Disseminating this manual in nursing office at hospitals affiliated to universities and Ministry of health in Egypt.

   3- Further researches can investigate the possibility to add more managerial procedures to current developed procedure manual.

   4- The effectiveness of the manual in reducing head nurses' stress   related   to managerial problems needs to be assessed after a few months of implementation.

10. Acknowledgements

11. References

Anthony M.K., Standing T.S., Glick J., Duffy M., Paschall F., and Sauer M.R. (2005): Leadership and nurse retention: the pivotal role of nurse managers. Journal of Nursing Administration; 35 (3): 146-155.

Belal A., Kaifi Franklin University Bahaudin G. Mujtaba, (2011): Nova Southeastern UniversityA Study of Management Skills with Indian Respondents: Comparing their Technical, Human and Conceptual Scores Based on Gender. Journal of Applied Business and Economics;11(2).

Corporate Training Materials, (2011): What Is Managerial Skill Looking for answers?!Training materials to teach 1-day supervisor management,workshops. www.corporatetrainingmaterials.com/ www.wow.com/What+Is+Managerial+Skill, Managerial skills Managerial skills here Find That Perfect Jobwww.executivesearchdefined.com/ Ads by Better Surf.

Dew, J. (2009): Writing Procedures. Retrieved from jdew@aalan.ua.edu

El-Shamy, K. (2001): The Effect of Designing and Implementing an Infection Control Protocol on the Incidence and Rate of Infection in Cardio-Thoracic Intensive Care Unit at Mansura University Hospital Doctoral Thesis, Faculty of Nursing, Cairo University.

Goodwin, Goodwin N., Gruen R., and Iles V. (2006): 'Managing Health Services', Open University Press in Ngxukumeshe Tandiswa, Cullen, the importance of managerial skills for medical doctors. Magister in Business Administration at Nelson Mandela Metropolitan University. 30 NOVEMBER 2008.23

Kath L.M., Stichler J.F., Ehrhart M.G., and Kean Sievers A. (2013): Predictors of nurse manager stress: a dominance analysis of potential work environment stressors. Int J Nurs Stud.;50(11):1474-80.

Kleinman C.S. (2003): Leadership roles, competencies and education. Journal of Administration; 33(9): 451-455.

Kolehmainen-Aitken R.L. (2004): Decentralization and its impact on the health workforce: perspectives from managers, workers and national leaders. Human Resources for Health; 2:5 (http://www.human-resourceshealth.com/content/pdf/1478-4491-2-5.pdf, accessed 26 June 2006).

Kruger, R. (2011): Use a Procedure Manual to Get Your Business Working Efficiently. Retrieved from http:// www.proceduremanualtemplate.com.

Lu H., While A.E., and Barriball K.L. (2005): Job satisfaction among nurses: a literature review. International Journal of Nursing Studies; 42:211–227.

Marquez L., and Kean L. (2002): Making supervision supportive and sustainable: new approaches to old problems. Population reports. Maximising Quality and Access Initiative paper no; 4 (Suppl.):1–27.

Marquis, B. and Huston, C. (2009): Leader Ship Roles and Management Functions in Nursing Theory and Application. (6th ed.). Lippincott. USA. Pp 158-159.

Martinez J. (2001): Assessing quality, outcome and performance management. Geneva: World Health Organization (unpublished paper).

Martinez J., and Martineau T. (2001): Introducing performance management in national health systems:

issues on policy and implementation. London: Institute for Health Sector Development.

Nasiripour A.A., Tabibi S.J., and Mokhtari R. (2014): The Relationship between Head-Nurse's Managerial Skills and Nurses' Turnover Intention in Private Hospitals. Health Care Current Reviews; 2: 117. doi: 10.4172/hccr.1000117

Osuji J., Uzoka F.M., Aladi F., and El-Hussein M. (2014): Understanding the factors that determine registered nurses' turnover intentions. Res Theory Nurs Pract.;28(2):140-61.

Rode H. (2005): Capacity building in the AIDS affected health sector in Malawi. Mulanje Mission Hospital, Malawi. Utrecht, Interchurch Organisation for Development Co-operation/Association for Personnel Service Overseas (ICCO/PSO).

Roghani M., Bahramzade H., and Bratali M.R. (2009): The Consideration of the Relation of the Degree of the Managerial Skills of the Managers and their Efficiency in the Organizations and the General and Governmental Offices of Bojnoord Province. Educational Research Paper; 20: 159-183.

Safwat, A. (1997): Effect of an Educational Program on the Nursing Management of Patients in Open Heart Surgery. Doctoral Thesis, High Institute of Nursing, Ain Shams University.

Sarawat, (2007): ByJantimaSarawat Employees' Expectation of Managerial Skillsfrom branch Managers of cat Telecom's. Southern Region of Thailand, ,SIU RS: SOM-MSM-2006-02. Master of Science in Management, School of Management, Shinawatra University, May 2007, Copyright of Shinawatra University

Sayed Javadin S.R., Tehrani F.A.M., and Ramezani A. (2010): Studying the Relationship Between Managerial Skills and Efficiency of Bank Branches. ISSN 1818-4952 © IDOSI Publications, 2010. World Applied Sciences Journal; 11(2): 170-177.

Schermerhorn J.R. Jr. (2001): Management. 6th ed., U.S.A.: John Wiley & Sons.

Schoening H.M. (2004): Business management of telecommunications. Upper Saddle River, New Jersey: Prentice Hall.

Sutevski D. (2013): Managerial Skills, DraganSutevski is a founder and CEO of Sutevski Consulting, creating small business excellence.   http://www.entrepreneurshipinabox.com/202/managerial-skills /Entrepreneurship in a Box, Powered by Genesis Framework

Stup, R. (2001): Standard Operating Procedures: A Writing Guide. Pennstate. Pp 2-9.

Terry, R. (2009): An Explanation of Standardized Procedure. Retrived from www.rn.ca.gov/pdfs/regulations/npr-b-32.pdf

Townsend K., Wilkinson A., and Kellner A. (2013): Opening the black box in nursing work and management practice: the role of ward managers. J Nurs Manag. 2013 Jul 16. doi: 10.1111/jonm.12115. [Epub ahead of print] PubMed PMID: 23859179.

Valentino, D. (2008): Overview, Patients, ICU Team, Pain Control & Sedation. Retrieved from Health-communities.com, Inc.

Wang N., Yu P., and Kean Hailey D. (2013): Description and comparison of documentation of nursing assessment between paper-based and electronic systems in Australian aged care homes. Int J Med Inform.;82(9):789-97.

Webster's new world dictionary of the American language (2009): (2nd ed.). New York, NY: Simon and Schuster

Appendix I

Manual book is an instruction handbook. Manual book is a small book, such as may be carried in the hand, or conveniently handled. Hand book manuals are necessary for the smooth and orderly operation of a business. The human resource aspect of business requires that employee hand books and personnel manuals inform the employees about procedures and rules of the business. Hand book manuals can also be effective educational tools, used to teach and to inform the reader of specific topics and procedures. Procedures manual provides instructions and directions for the day-to-day operation of a business venture. Procedures manual is essential to ensure consistency and quality in products and services. Every business interest from the single entrepreneur to small ventures or large corporations should have a procedures manual for each staff member as part of the written job description. Procedures manuals also provide a written response for contingencies or solutions for common problems. The solutions ensure that common problems have the same response each time (E-How, 2010).

- Managerial skills procedures manual for head nurses (list of content).
  - ① Steps of procedures manual in every item were included that responsible person, purposes, equipment and supplies, action steps and forms of documentation the items of procedures manuals included as the following;
    - o Time management procedures;
      - Preparation of a list of "things to-do".
      - Preparation of daily timetable.
    - o Delegation.
    - o Conditions of department report.
    - o Hospital conditions report.
    - o Incident report.
    - o Work distribution on nursing staff.
    - o Working-hours schedule.
    - o Patient admission.
    - o Patient discharge.
    - o Patient transfer between departments or hospitals.
    - o Managing meetings.
    - o Nursing rounds.
    - o Management of equipment/supplies;
      - Request of equipment/supplies.
      - Storage of equipment/supplies.
      - Monitoring and maintenance of equipment/supplies.
    - o Medications management;
      - Dispense and storage of medications.
      - Monitor the consumption of medications.
    - o Steps of performance appraisal procedures.

References

E-How contributing writers, (2010): The Definition of a Procedures Manual. Retrieved from eHow.com.

Coalinga State Hospital2006: Nursing Policy & Procedures Manual, Administrative Section Mental Health Coalinga State Hospital. 3/13/07Version 0.01. Policyand Procedure Manual, Section– Administrative. Preface Effective Date: August 31, 2006N.P.P No. 1314.http://nursing.uchc.edu/hosp_admin_manual/docs/06-019.pdf

Clinical Procedure. Clinical Manual - Nursing Practice Manual .John Dempsey Hospital – Department of Nursing. The University of Connecticut Health Center. Approval: Nursing Standards Committee. Revision Dates, 10/12 and 2/13http://nursing.uchc.edu/hosp_admin_manual/docs/06-019.pdf

The University of Connecticut Health Center John Dempsey Hospital Administrative Manual Section: Medical/dental staff number: 06-019 subject: Medical Orders Date Issued: 7/12, Date Revised: 8/12, 9/12, 11/12.http://nursing.uchc.edu/hosp_admin_manual/docs/06-019.pdf