

Job description for Head Nurses in Surgical Units At Mansoura University Hospital

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Abstract

A new perspective developed at Mansoura University Hospital is to provide quality patient care. The responsibility of ensuring quality patient care units falls directly on the shoulders of the head nurses. So, job description is needed more than ever to have a written statement of: organizational relationships, duties, responsibilities as well as qualifications of the head nurses. Thus, this study aims to develop and validate job description of the head nurses in the surgical units at Mansoura University Hospital. The sample consists of all head nurses (10 head nurses) in the surgical units and 12 nurse supervisors at Mansoura University Hospital. There is also a jury group includes 15 different levels of nurse managers working at Mansoura University Hospital and 15 academic staff from Faculty of Nursing at Mansoura, Ain shams, and Cairo Universities. Three tools were used for data collection, namely: an observation sheet (activity analysis), a job description questionnaire, and opinionnaire sheet. The study findings indicated that the proposed job description is valid to be used in the general surgical inpatient units at Mansoura University Hospital. It is recommended to be applied and to be updated periodically.

Introduction:

Health professional practice' goal is to design or redesign roles to meet every day changes in the care delivery system and to effectively provide quality patient care⁽¹⁾. Job description is the proper way to meet these changes because it is a written statements of duties, responsibilities and working conditions of a particular job⁽²⁾. The head nurse is the first line nurse manager who has full time

responsibility for administration of one nursing unit. She/he is labeled as a fulcrum of managerial success of the nursing unit and as having a pivotal role in the hospital as a whole⁽³⁾. She has three main areas that constitute her role. They are: patient care management to ensure that patient total needs are met, staff management to utilize, guide, evaluate, and correct staff nurses in their nursing practice, as well as unit management to

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ensure its smooth running to fulfill hospital goals⁽⁴⁾.

In Egypt, absence of job description of the head nurses has a negative impact on both nursing service personnel and health organizations. As regard nursing personnel the most frequent complains is uncertainty of what specific work is required. This will lead nurses to feel insecure due to misunderstanding and conflict may be developed. As regard health organization, absence of job description would affect the quality of services provided and goals fulfillment⁽⁴⁾.

According to Cleland⁽⁵⁾ job description of the head nurse is vital to critically review the existing nursing practices within the unit, and to maintain continuity of all operations in a changing work environment. While, others^(6,7) added that the important uses of job description is to orient new staff, help the head nurse to analyze her/his duties for better understanding of the jobs, clarify professional relationships to avoid overlaps and gaps in responsibilities, and finally, to evaluate job performance.

Job description of the head nurses may take many forms, but each form includes at least job title, department name, approval date, signatures, general summary of job's primary purpose, and a list of principal job duties. Other optional elements include minimum educational requirements, skills and abilities, degree of supervision received and given,

working conditions, physical and mental efforts required⁽⁸⁾.

Job description can be developed from nursing practice standards because nurses are required to act within the bounds of applicable especially care standards⁽⁹⁾. So, nursing practice standards for nurses provide the structure of developing job description. As in the study to develop and validate job description for staff nurse working in the emergency department at Ain Shams University Hospitals⁽¹⁰⁾ While, Wise⁽¹¹⁾ mentioned that job analysis determine the nature of a specific job using different methods and techniques to create job description. Baddar et al⁽¹²⁾ used this method to develop job description for senior staff nurses at El Moussat and Students' University Hospitals. Also, Ghallab⁽¹³⁾ used job analysis to develop job description of the resident nurses at Assuit University Hospitals. Based on the previous results, job analysis of the head nurses working in surgical units at Mansoura University Hospital was employed to develop job description. Systematic analysis and investigation of the nature of the job of the head nurses in the studied setting were done to identify skills and credentials, knowledge and education, as well as duties and responsibilities needed to carry out their roles.

The present study was designed to develop job description of head nurses' in the inpatient general surgical units at

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Mansoura University Hospital. It is hoped that it will promote better employment procedure, provide a source for evaluating head nurses performance and in turn will reflect on the smooth nursing of the unit and ensure quality patient care.

Aim of Study

To develop and validate job description for the head nurses in general surgical units at Mansoura University Hospital.

Material and the Methods

I- Material

Design

A cross-sectional analytic design was used in carrying out this study.

Setting

The study was carried out in five general surgical inpatient units at Mansoura University Hospital. The bed capacity of all units is 180 beds. It includes, surgical 6 (42 beds), surgical 7 (36 beds), surgical 8(45beds), surgical 11(30beds), surgical 12(27beds).

Subjects

- All the head nurses in surgical units included in the study (n= 10).
- All Supervisors in surgical units included in the study (n=12).

Jury group

Two jury groups were included in the study to confirm the developed job description components of the head nurse in surgical units at Mansoura University Hospital. Jury groups includes: 15 middle and top nurse managers from Mansoura University Hospital, and 15 academic staff (Nursing administration department, and Medical surgical department), from Faculty of Nursing; Mansoura, Ain shams and Cairo universities.

Tools: Three tools were used for data collection, namely: an observation sheet, job description questionnaire, and opinionnaire sheet.

An observation sheet (activity analysis):

It is used to record and analyze nursing activities performed by each of 10 head nurses using work sampling technique adopted from the record developed by Darbyshire⁽¹⁴⁾. It includes the time of observation and brief description of the different activities including areas and skill levels of such activity. The areas of activities were patient, staff, and unit centered activities. Skill levels of activities were administration, nursing, Clerical, dietary, house keeping, messengers and unclassified.

Job description questionnaire:

It was developed by the researchers based on the literature^(15,16), to assess head nurses and nurse supervisors

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perceptions of about job description. The questionnaire consisted of three parts.

The first part: Demographic data included age, educational qualification, and years of nursing experience, and marital status of the head nurses and supervisors.

The second part: Job description questionnaire which includes 47 items: Job summary (1 item), accountability (7 items), educational qualification (4 items), duties and responsibilities (35 items). The thirty five items of duties and responsibilities of the head nurses were divided into: patient care management (9 items), unit management (8 items), and staff management (18 items).

The third part: Consists of personal qualifications needed to be a head nurse in surgical unit. It consisted of 13 items divided into three parts: educational qualifications (3 items), personal abilities (5 items), and years of clinical experiences needed in surgical unit (5 items). The responses for statements were yes or no.

Opinionnaire sheet:

It was developed by the researchers based on the literature^(17,18) who asserted that the face validity is intuitive type of validity in which colleagues or jury group are asked to read the developed format and agree on its content in terms of whether it appears to reflect the concept the researcher intended or not. It was consisted of 16 items as follows: 9 items to assess the general content of the

proposed job description, 3 items to assess the content of the duties and responsibilities of the proposed job description, and 4 items to assess the qualification of the proposed job description. The responses for statements were agree or disagree and a space was proposed to write any suggestions.

Data collection

- 1- Approval was obtained from nursing service director at Mansoura University Hospital.
- 2- The developed questionair was translated into Arabic and tested for content validity through experts' opinions who were three professors in nursing administration and three nurse managers in the hospital.
- 3- The reliability of the questionnaire was also tested using Crombach alpha coefficient. For the content of the job description questionnaire, it was 0.82 .
- 4- A pilot study was performed on a group of two of head nurse in inpatient general surgical units to identify ambiguous questions. Accordingly, minor changes were made for a few unclear words.
- 5- Researchers met with every head nurse in the sample to explain the purpose of the study, and ask for verbal consent to participate. Confidentiality was assured to all participants by stating that they will not write their names. The questionnaire was distributed to the head nurses. Each

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questionnaire took 40 to 50 minutes to be filled. Participant observations for the activity analysis for the 10 head nurses in general inpatient surgical units were implemented three times. Data were collected during two month starting in April 2006 until June 2006.

- 6- Validity of the job description of head nurse in surgical unit at Mansoura University Hospital was determined by the jury group to confirm its layout (job tile, summary, supervision received, supervision given, duties and responsibilities, personal qualifications, and years of clinical experiences.

Statistical Analysis

Data entry was done using Epi-Info 6.04d computer software package, while statistical analysis was done using SPSS 11.0 statistical software packages. Data were presented using descriptive statistics in the form of numbers and percentages. Qualitative 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. Crombach alpha coefficient was calculated to assess the reliability of the developed tools through their internal consistency. Statistical significance was considered at p-value <0.05.

Results

Table I Demographic characteristics of the head nurses and supervisors. Head nurses' age ranged between 28 and 37 years old, and 8 were married. Six head nurses had Bachelor of Science in Nursing and 4 had Secondary Nursing Diploma & Specialty. Only two head nurse had less than 10 years of nursing experience, 4 head nurses had 10-15 years of nursing experience and 4 head nurses had more than 15 years of nursing experience. While, supervisors' age ranged between 32 and 46 years old, and 10 were married. All administrative staff had Bachelor of Science in Nursing. Only one nurse supervisors had less than 10 years of nursing experience, 8 supervisors had 10-15 years of nursing experience and 3 supervisors had more than 15 years of nursing experience.

In relation to observation time spent for each area and level of activities of the head nurses in surgical units, table 2 shows that patient centered activities had the highest percentage (47.09%) of time spent for all activities followed by time spent in other centered activities (31.81%). On the other hand, unit and personal centered activities presented the least percent (10.97%) and (10.13%) of all areas of activities respectively. The table also shows that the highest percentage of head nurses' time in patient centered activities area was spent in administrative level activities (23.75%) and followed by messenger level activities (12.64%). In relation to the area of other centered activities, the head

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nurses spent 19.72% and 12.08% respectively of their time in personal and standby activities.

Table 3 shows that job summary for head nurses' job as identified by head nurses and nurse supervisors in the surgical units. In this table observed that management of patient, staff and unit activities on a given inpatient surgical unit was the highest percentage (100%) of the head nurses' perceptions. The table also shows that there was no significant difference between head nurses and nurse supervisors' perceptions ($p= 1.00$).

The results of supervision received and given for head nurses' job as identified by head nurses and nurse supervisors in the surgical units presented in table 4. It shows that the highest percentage of the head nurses and nurse supervisors (90% and 100% respectively) stated that head nurses in the surgical units were responsible to supervisor of the surgical units. As regards the supervision given, the table shows all head nurses stated head nurses in the surgical units were responsible for staff nurses in their units. While (91.6%) of the nurse supervisors stated that head nurses in the surgical units were responsible for workers in the unit. As well as four third of the supervisors stated that head nurses in the surgical units were responsible for nurse interns' supervision.

Table 5 shows the qualifications requirements for the head nurse' job as identified by the head nurses and nurse

supervisors in the surgical units. The table indicates that the highest percentage of the head nurses and nurse supervisors (80% and 83.3% respectively) stated that head nurses working in the surgical unit should have a Bachelor degree in nursing science. As for personal abilities, the table indicated that all head nurses stated that head nurses in the surgical units should have ability of leadership and responsibility. While 75% of nurse supervisors stated that head nurses should have ability to apply rules, regulations, and policies of the unit. In relation to years of clinical experience of the head nurse in the surgical unit, the table shows the highest percentage of head nurse and nurse supervisors (90% and 91.6% respectively) stated that head nurse' experience should range from 3 to 5 years. It was found that there was no significant difference between head nurses and nurse supervisors regards qualifications requirement for head nurses' job in the surgical unit ($p<0.05$).

Table 6 illustrates number and percentage of the head nurses' duties and responsibilities according to the area of activities as identified by head nurses and nurse supervisors in surgical units. As for patient management, the table shows that the head nurse in surgical unit has the responsibility for supervision on reviewing and implementing nursing care plan and ensuring the right nutrition of patients. While all nurse supervisors stated that head nurse has the responsibility for supervision on

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preparation of medication and the use of various oxygen delivery systems. It was observed that there was no significant difference between head nurses and nurse supervisors descriptions duties and responsibilities of the head nurses for patient management ($p < 0.05$).

In relation to responsibilities of the head nurse for staff management, the table indicates that approximately more than half of head nurses 70% stated that the head nurse in surgical unit has the responsibility for ensuring environmental safety measures for staff nurses' unit. While 83.3% of nurse supervisors stated that head nurse has the responsibility for appraisal of performance in the unit. Also, it was observed that all head nurses and supervisors 100% agree that responsibilities of the head nurse for staff management include: documenting time schedule, developing team building, planning continuing education, lead and motivate nurses staff. The table also shows that there was no significant difference between head nurse and supervisors descriptions of head nurses' responsibility for staff management ($p < 0.05$).

As for responsibilities of the head nurse for unit management, the table indicates that 80% of the head nurses stated that the head nurse in the surgical unit has the responsibility for recording and reporting, and ensuring effective channels of communication between nurses and other health team. This was

supported by all nurse supervisors reporting (100%) and only (91.6%) of nurse supervisors stated that head nurse in surgical unit has the responsibility for applying policies, rules and regulations, maintenance of supplies and requesting the maintenance department to repair the needed machines and equipments.

Table 7 shows agreement of nurse managers and academic staff as jury groups regarding job description form for the head nurse in the surgical unit. The results in this table revealed that there was agreement of both groups of jury in clarifying job title of head nurses and 33.3% of both two groups of jury reported that supervision received is suitable. In relation to duties and responsibilities of head nurses in the surgical units, table indicates that all nurse manager (100%) agree that the main duties and responsibilities of head nurse was staff management and only (60%) of academic staff agree responsibilities of head nurse was patient management.

As regards to clarifying job requirements 60% of nurse managers and academic staff agree that head nurse in the surgical unit should have required qualifications. As well as about 66.7% of both jury groups reported that head nurse in surgical unit must have professional qualifications. There was no significant difference between both nurse managers and academic staff regards suitable clinical experience required for head nurses in the surgical unit ($p < 0.05$).

Discussion

Head nurses' role are the front line fire-fighting service of the nursing care. It is the most challenging nursing role that needs a detailed description of the tasks involved in the job⁽¹⁹⁾.

As regard job summary, it was found that almost all jury groups asserted that it gives a clear picture of the role of the head nurses in surgical units. They agreed that head nurses have two roles as a manager and as a clinician in the unit through patient, staff, and unit management. In this regard, Fox et al.⁽²⁰⁾ confirmed that seven combined assigned responsibilities will achieve the goal of head nurses' role. They are; clinical practice, leadership, operation, personnel management, system coordination, education/research and quality improvement. Also, Tumulty's⁽²¹⁾ summarized head nurse's role is to coordinate all unit activities to achieve positive outcomes for the patient, and the organization.

Analysis of the recorded observations revealed that duties and responsibilities performed by the head nurses at surgical units at Mansoura University Hospital in terms of areas and levels were mostly related to patient-centered activities. That means patient management the first area consumed head nurses' time. Most of their time devoted to supervise administering medication, change dressing, provide direct care, and exchange information related to patients.

These results opposed the opinion of the jury in the study who clarified that patient management is the third priority of the expected job of head nurses in surgical units. This may be attributed to the fact that the majority of head nurses did not have any formal or informal inservice training to explain the different duties and responsibilities according to their priorities. Jury's opinion was supported by another study⁽²²⁾ that clinical practice fell toward the bottom of the ranking scale in the actual use of head nurse's time. This finding was more prominent among those working on medical-surgical than intensive care or specialty patient care units.

The finding of the study showed that limited time of the head nurses was spent in staff management. This area of duties and responsibilities include directing staff nurses to attain goals, encourage them to work as a team, orient new staff nurses, prepare time schedule, teach staff nurse to manage her time, proper use of supplies and equipment, supervising and evaluating staff nurses' performance, and participate in inservice training programs. In this respect, Mohamed et al⁽²³⁾ supported the results of the study and revealed that time spent in personnel activities were very limited. Meanwhile, the jury as well as Marriner⁽²⁴⁾ opposed the above results and approved the importance of staff management as one of duties and responsibilities of the head nurses in surgical units. Fox et al.⁽²⁰⁾ proved that interviewing, hiring, counseling, evaluating, and resolving conflicts of the staff nurses is

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staff management which is the second priority ranking of duties of the head nurses.

The jury in this study clarified that the main duties and responsibilities of the head nurses in the surgical units is unit management. But, during the observation of areas and levels of the head nurses, it was clear that unit centered activities had limited time. The time in this area was spent in maintaining environment and managing equipment and supplies, and daily rounds. Fox et al.⁽²⁰⁾ clarified that smooth running of the unit falls directly on the shoulders of the head nurses with an expectation to decrease funding, and find ways to operate more effectively. They added that unit management is the key function that should appear in job description of the head nurse to achieve the needed patient clinical outcomes and satisfaction level of inside and outside customers of the health care organization.

The present study revealed that head nurses in surgical units consumed one- third of the time in personal and standby activities. So, too much time spend on coffee breaks, socializing with staff, waiting for other health team to do work together, or waiting for the missed equipment or supplies to complete the procedures. In this respect, Lewins⁽²⁵⁾ stated that the hospital have to go to the basics; standards of care, job description, close supervision, and punishment/reward system to diminish or decrease the time wasted.

Probably no other single factor is more vital to good administration than prompt complete records and reports⁽²⁶⁾. The findings of the study supported such fact revealed that the majority of jury as well as head nurses indicated that administration records and reports such as daily shift report, requests, admission and discharge are the responsibility of the head nurses, as well as personnel records such as assignment sheet, time sheet, evaluation records. According to Corser⁽²⁷⁾ head nurses are responsible for accuracy and promptness of these records and reports. Also, Jones⁽²⁸⁾ emphasized that the head nurses is responsible for making sure accurate and complete patient, personnel reports and records and scientific information is performed, because they are important for giving instructions, evaluating quality of patient care, and evaluating staff performance.

As regard years of clinical experiences in surgical department needed for appointment for head nurses' position, the majority of head nurses and nurse supervisors working at Mansoura University Hospital mentioned that newly appointed head nurses should work as staff nurse in surgical units between 2-5 years. Because these years of experience will mature them with clinical experience, and ability to lead, integrity to grow and foster advancement and adjustment with others⁽²⁹⁾.

Education of the head nurses in surgical units should be broad, encompassing clinical and managerial

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skills. Such educational qualifications enhance their abilities to specific nursing care to surgical inpatients, apply managerial skills specially leadership technique, assure following policies, rules and regulations of the hospital, as well as ability to practice with human and ethical skills. The jury groups approved the proposed educational qualification of the head nurse at the surgical units. For the previous reasons Curry⁽³⁰⁾ insisted that head nurses should be prepared with special continuing education programs to held the position of the head nurse specially those related to different roles of the head nurse, different abilities that should be possessed, and variety of skills needed to accomplish her duties and responsibilities.

Based on the important findings of this study, job description is basic and vital document to assure running of unit in effective and efficient way. Further revision and update must be done for the developed job description⁽¹²⁾.

Conclusion

The present study revealed that patient, staff, and unit management were

considered the essential role of the head nurses working in surgical inpatient units at Mansoura University Hospital, with substantial agreement among nurse managers and academic staff.

Recommendations

Based on the findings of the present study, the following can be recommended:-

- 1- Use job description of head nurse in general surgical inpatient units At Mansoura University Hospital.
- 2- Periodic revision must be done to keep them up-to date with the current changes in the general surgical structure.
- 3- Orientation programs for new head nurses should include orientation about their job description of their duties and responsibilities to improve quality of care.
- 4- Performance evaluation should be based on available job description.
- 5- The head nurses should attend training courses in managerial, professional ethical skills.

Table 1: Demographic characteristics of the head nurses and supervisors.

Characteristics	Head nurses (n=10)		Supervisors (n=12)	
	No	%	No	%
Age (in years)				
28-	2	20	2	16.7
33-	8	80	1	8.3
38-	---	---	4	33.3
43+	----	---	5	41.7
Educational Qualification				
Bachelor of Science	6	60	----	----
Secondary Nursing Diploma+ Specialty	4	40	12	100
Experience (in years)				
< 10	2	20	1	8.3
10-15	4	40	8	66.7
>15	4	40	3	25
Marital status				
Married	8	80	10	83.3
Single	2	20	2	16.7

Table 2: Observed time spent for each level and area of activities of the head nurses in surgical units (n =10).

Level of activities	Administration		Nursing		Clerical		Dietary		House keeping		Messenger		Unclassified.		Total all levels	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
I. Total patient-centered activities	85.5	23.75	23.5	6.53	15	4.17	—	—	—	—	45.5	12.64	—	—	169.5	47.09
11. Giving care	—	—	13.5	3.75	—	—	—	—	—	—	—	—	—	—	13.5	3.75
12. Other direct activities	—	—	2.5	0.70	—	—	—	—	—	—	10.5	2.92	—	—	13	3.61
13. Exchange of information	85.5	23.75	7.5	2.08	15	4.17	—	—	—	—	3.5	0.97	—	—	111.5	30.97
14. Indirect care	—	—	—	—	—	—	—	—	—	—	31.5	8.75	—	—	31.5	8.75
II. Total personnel-centered activities	16	4.44	13	3.61	7	1.94	—	—	—	—	0.5	0.14	—	—	36.5	10.13
21. Professional development of staff	—	—	—	—	—	—	—	—	—	—	0.5	0.14	—	—	0.5	0.14
22. Personal others	16	4.44	13	3.61	7	1.94	—	—	—	—	—	—	—	—	36	9.99
III. Total unit-centered activities	—	—	—	—	21.5	5.97	18	5.0	—	—	—	—	—	—	39.5	10.97
32. Supplies and equipment	—	—	—	—	21.5	5.97	13.75	3.82	—	—	—	—	—	—	35.25	9.79
33. Other unit activities	—	—	—	—	—	—	4.25	1.18	—	—	—	—	—	—	4.25	1.18
IV. Total other-centered activities	—	—	—	—	—	—	—	—	—	—	—	—	114.5	31.81	114.5	31.81
01. Personal	—	—	—	—	—	—	—	—	—	—	—	—	71	19.72	71	19.72
02. Standby	—	—	—	—	—	—	—	—	—	—	—	—	43.5	12.08	43.5	12.08
Total of all area	101.5	28.19	36.5	10.14	43.5	12.08	18	5.0	—	—	46	12.787	114.5	31.81	360	100

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Table 3: Proposed job summary of the head nurses as identified by the study sample in surgical units.

Job summary	Head nurses n =10		Nurse supervisors n =12		X ²	p-value
	No.	%	No.	%		
Management of patient, staff, and unit activities on a given inpatient surgical unit, to ensure a smooth running of the unit and quality patient care services.	10	100	11	91,6	Fisher	1.00

Table 4: Proposed supervision received and given by head nurses' job as identified by the study sample in surgical units.

Items	Head nurses n =10		Nurse supervisors n =12		X ²	p-value
	No.	%	No.	%		
Supervision received:						
Supervisor of the surgical units	9	90	12	100	Fisher	0.46
Assistant director.	7	70	10	83,3	Fisher	0.62
Director of nursing service department.	3	30	5	41.6	Fisher	0.67
Supervision given:						
Staff nurses	10	100	10	83,3	Fisher	0.48
Workers in the unit.	6	60	11	91,6	Fisher	0.14
Nurse Interns.	5	50	9	75	Fisher	0.38
Student nurses.	4	40	8	66,6	Fisher	0.39

Table 5: Qualifications of the head nurses of the proposed job description as identified by the study sample in surgical units.

Items	Head nurses n =10		Nurse supervisors n =12		X ²	P-value
	No.	%	No.	%		
Educational qualification :						
- Secondary nursing diploma	0	0	0	0	--	--
- Secondary nursing & Specialty diploma	2	20	2	16,7	Fisher	1.00
- Bachelor of Science of Nursing	8	80	10	83.3	Fisher	0.65
Personal Qualifications						
- leadership.	10	100	11	91,6	Fisher	1.00
- work in a group.	8	80	10	83,3	Fisher	1.00
- apply managerial skills	8	80	11	91,6	Fisher	0.57
- apply rules, policies, and regulations of the hospital.	8	80	9	75	Fisher	1.00
- Effective communication skills.	8	80	12	100	Fisher	0.19
Years of clinical experiences in surgical unit						
<i>No experiences</i>	0	0	0	0	--	--
0- 2	2	20	3	25	Fisher	1.00
3- 5	9	90	11	91,6	Fisher	1.00
6- 8	2	20	3	25	Fisher	1.00
> 8	6	60	5	41,6	Fisher	0.67

Table 6: Proposed job duties and responsibilities of the head nurses as identified by the study sample in surgical units.

Duties and Responsibilities	Head nurses n =10		Nurse supervisors n =12		X ²	p-value
	No.	%	No.	%		
A) Patient care management:						
Review nursing care plan.	10	100	10	83,3	Fisher	0.48
Supervise preparation of medication.	9	90	12	100	Fisher	0.46
Supervise administration of medication.	6	60	11	91,6	Fisher	0.14
Supervise application of dressing to different types of wounds.	10	100	11	91,6	Fisher	1.00
Supervise use of various oxygen delivery systems.	10	100	12	100	--	--
Ensure control patients' pain.	10	100	11	91,6	Fisher	1.00
Supervise the right diet of patients.	10	100	9	75	Fisher	0.22
Supervise the implementation of nursing care plan	10	100	11	91,6	Fisher	1.00
Plan health education of patients	8	80	8	66,6	Fisher	0.65
B) Staff management:						
Clarify mission and philosophy of hospital to the staff.	9	90	12	100	Fisher	0.46
Document time schedule of the staff.	10	100	12	100	--	--
Ensure that nursing staff have proper knowledge and skills to provide nursing care for the patients.	10	100	11	91,6	Fisher	1.00
Develop team building and cooperation among the staff members.	10	100	12	100	--	--
Determine the learning needs of the staff nurses.	8	80	11	91,6	Fisher	0.57
Plan continuing education for nurses.	10	100	12	100	--	--
Lead and motivate the nurses.	10	100	12	100	--	--
Ensure environmental safety measures for the staff .	7	70	11	91,6	Fisher	0.29
Improve communication between staff and nurse managers.	10	100	11	91,6	Fisher	1.00
Guide the staff nurses during the implementation of the policies, rules and regulation	10	100	11	91,6	Fisher	1.00
Develop schedule for staff meetings and conferences.	8	80	12	100	Fisher	0.19
Inform the staff with professional ethics and patient rights.	8	80	12	100	Fisher	0.19
Offer for the developing and improving quality of nursing care.	10	100	11	91,6	Fisher	1.00
Appraise nursing staff performance	8	80	10	83,3	Fisher	1.00
Fair treatment of the staff members .	10	100	11	91,6	Fisher	1.00
C) Unit management:						
Determine needed equipments and supplies in the unit.	10	100	12	100	--	--
Ensure accurate and complete records and reports in the unit.	8	80	12	100	Fisher	0.19
Apply policies, rules and regulation in the unit.	10	100	11	91,6	Fisher	1.00
Daily round with the physicians, and nurses to provide the high quality of care.	10	100	12	100	--	--
Request for the maintenance department to repair the needed machines and equipments.	10	100	11	91,6	Fisher	1.00
Utilize effective channels of communication between staff nurses and other health care team.	8	80	12	100	Fisher	0.19

(--) No valid test

Table 7: Agreement of jury groups about developed job description for head nurses in the surgical units as reported by nurse managers and academic staff.

Items	Jury groups				Chi square	p-value
	Nurse managers (n=15)		Academic staff (n=15)			
	No.	%	No.	%		
General content:						
- Proposal submitted looks like a Job description	14	93,3	12	80.0	Fisher	0.60
- Proposal job description has complete elements	14	93,3	13	86.7	Fisher	1.00
- Proposal submitted represents a Job description of head nurses in surgical departments.	13	86.7	13	86.7	--	--
- Date of revised job description is important	11	76.6	15	100	Fisher	0.10
- Clarify job title	15	100	15	100	--	--
- Job summary gives a clear picture of the role of the head nurses in surgical units.	14	93,3	15	100	Fisher	1.00
- Job relationships is suitable	5	33.3	7	46.7	X ² =0.56	0.46
- Supervision received is suitable.	5	33.3	5	33.3	--	--
- Supervised given is suitable.	6	40.0	7	46.7	X ² =0.14	1.00
Duties and responsibilities of head nurses in surgical units :						
- Patient management	11	73.3	9	60.0	X ² =0.60	0.44
- Staff management	15	100	14	93,3	Fisher	1.00
- Unit management	13	86.7	13	86.7	--	--
Job requirements clarify						
- Professional qualifications.	10	66.7	10	66.7	--	--
- Suitable clinical experience.	14	93.3	10	66.7	Fisher	0.09
- Required qualifications.	9	60.0	9	60.0	--	--
- Suitable personal characteristics.	10	66.7	10	66.7	--	--

(--) No valid test result

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