



Time Management

Objectives:

At the end of the session, the learners will be able to:

1. Discuss the concepts of time management and its significance in nursing management.
2. Discuss the relationship between time management and stress management.
3. Discuss barriers to time management.
4. Explore strategies to time management and prioritization.
5. Appreciate the significance of the leadership and management roles in time management.

TIME AND STRESS MANAGEMENT



Time Management

- Time management refers to a set of behaviors for the **optimal organization and division of time**.
- Time is a **finite** and **valuable** resource.



Stress Management

- There is a close relationship between **time management** and **stress**.
- Time management leads to:
 - Efficient completion of tasks
 - More manageable workloads
 - More time for proactive problem-solving and self-care.



Symptoms of Poor Time Management

- Constant rushing
- Caught in crisis mode
- Fatigue or listlessness, "overwhelmed" feeling
- Constantly missing deadlines
- Insufficient time for rest or personal relationships
- Sense of being overwhelmed by demands and details
- Having to do what you do not want to, most of the time



Key to Optimizing Time Management

- Prioritizing duties
- Managing and controlling crisis
- Reducing stress
- Balancing work and personal time



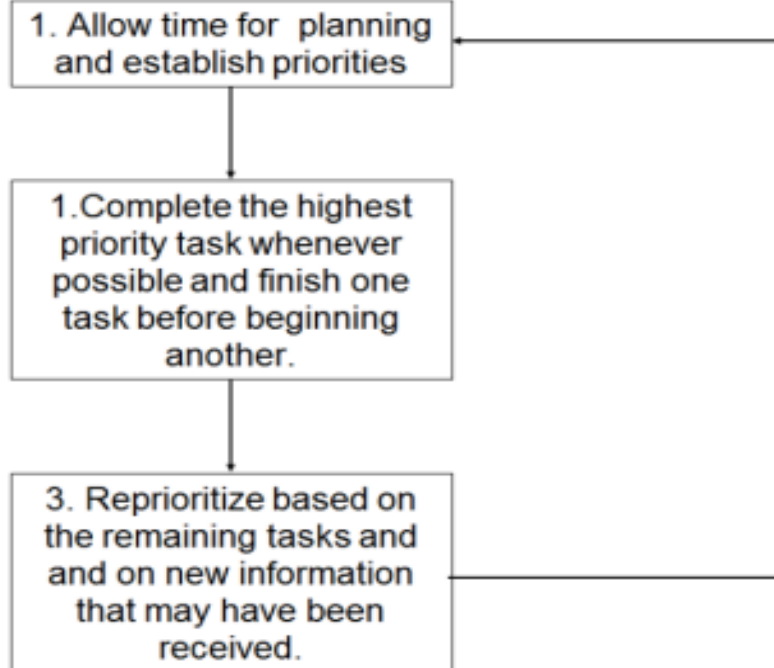
Leadership Roles in Time Management

- Is **self-aware** regarding personal blocks and barriers to efficient time management
- Recognizes how one's own **value system** influences his or her use of time and the expectations of followers
- Functions as a **role model, supporter, and resource person** to others in setting priorities for goal attainment
- Assists followers in **working cooperatively** to maximize time use
- **Prevents or filters interruptions** to prevent effective time management
- **Role models flexibility** in working cooperatively to maximize time-use
- Presents a **calm and reassuring demeanor** during periods of high-unit activity
- **Prioritizing** conflicting and overlapping requests for time
- Appropriately **determines the quality of work** needed in tasks to be completed

Management Roles in Time Management

- Appropriately **prioritizes day-to-day planning** to meet short-term and long term unit-goals
- Builds **time for planning** into the work schedule
- Analyzes **how time is managed** on the unit level and by using job analysis and time-and-motion studies
- **Eliminates environmental barriers** to effective time management for workers
- **Handles paperwork promptly and efficiently** and maintains a neat work area
- **Breaks down large tasks into smaller ones** that can more easily be accomplished by unit members
- **Utilizes appropriate technology** to facilitate timely communication and documentation
- **Discriminates between inadequate staffing and inefficient use of time** when resources are inadequate to complete assigned tasks

3 Steps to Time Management



Time Management Planning

- Two common mistakes in planning are **underestimating the importance of a daily plan** and **not allowing adequate time for planning**.
- Setting aside time each day to plan the day allows the manager to spend time on high priority tasks.



Daily Planning Actions

- Identify **key priorities** to be accomplished that day.
- Determine the **level of achievement** that you expect in each prioritized task.
- **Assess the staff** assigned to work with you and assign task based on capability and willingness.
- **Review the short and long term plans** of the unit regularly.
- **Plan ahead** for meetings. Prepare and distribute agendas in advance.
- Allow **time to assess the progress** of the **day** or if unanticipated events happened that may alter the original plan.



Internal Time Wasters

- Procrastination
- Poor planning
- Failure to establish goals and objectives
- Inability to delegate
- Inability to say no
- Management by crisis
- Haste
- Indecisiveness

External Time Wasters

- Telephone interruptions
- Socializing
- Meetings
- Lack of information
- Poor communication
- Lack of feedback
- Lack of adequately described policies and procedures
- Incompetent coworkers
- Poor filing system
- Paperwork and reading

Management by Crisis

- Without adequate planning, the manager finds getting started difficult and begins to **manage by crisis**.
- Time management should be **proactive**, not crisis-driven.

CRISIS



Procrastination

- To put off something until a future time, to postpone, or delay needlessly
- Not a character flaw but is a **set of behaviors that were developed over a period of time**

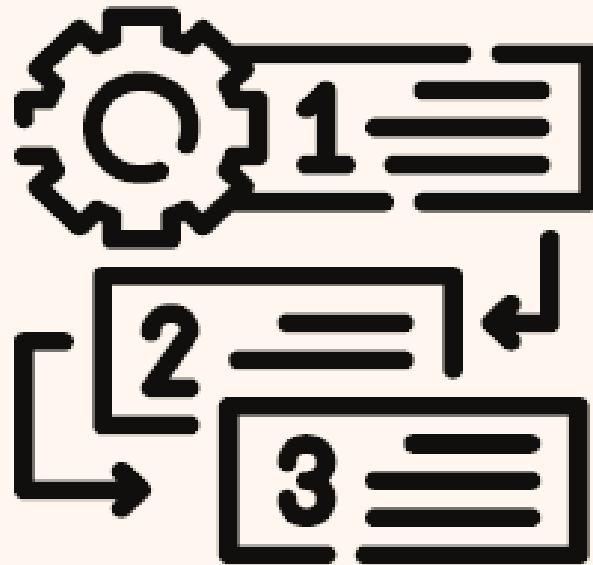


Creating a Time-Efficient Work Environment

- Gather all the supplies and equipment needed that will be needed before starting an activity.
- Group activities in the same location.
- Use time estimates.
- Document your nursing interventions as soon as possible after an activity is accomplished.
- Always strive to end the workday on time.



Manageable Tasks



Some tasks are not accomplished because they are not broken down into more manageable tasks.

Setting Priorities



Priority setting is one of the most critical skills in effective time management.

Priority Setting Traps

- **Whatever hits first**
 - Responding to things as they happen
- **Path of least resistance**
 - Taking on a task to avoid conflict
- **Squeaky wheel**
 - Imposing requests that are always urgent
- **Default**
 - Feeling obligated to do a task no one wants to do
- **Inspiration**
 - Wait until you're "inspired" to respond to something



Eisenhower Matrix



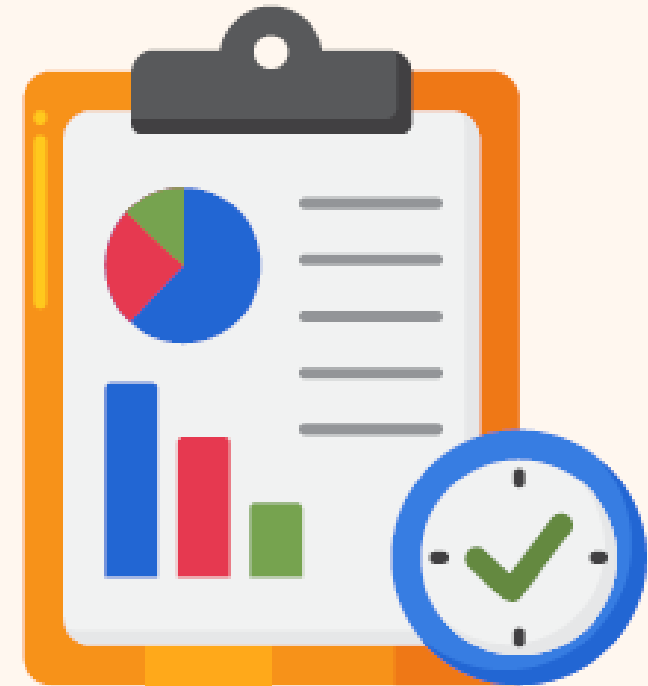
Ponder's Client Care Prioritization

- **First order priorities**
 - Any immediate threat to client survival or safety
- **Second order priorities**
 - Actual problems for which client or family have requested immediate help
- **Third order priorities**
 - Actual or potential problems unrecognized by client or family
- **Fourth order priorities**
 - Anticipated problems for which the client or family will need future help



Time Inventory

- A schedule of your day/shift
 - Determine how much time spent on a task.
 - What time of day is most productive.
 - Maintain for several days/weeks.
- An inaccurate perception of time can be avoided



Personal Time Management

- “The knowing of the self”
 - What are your personal short-term, intermediate, and long-term goals?
 - What types of work do you avoid?
 - What time of the day do you do your best work?
 - How long can you work before becoming unproductive?



Myths about Time Management

- The most active gets the most done.
- The higher the level, the better the decision.
- Delay increases the quality of decisions.
- Delegation always saves time, worry, and responsibility.
- The most efficient worker is also the most effective.
- The harder you work, the more you get done.



REFERENCES

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- Vizeshfar, F., Rakhshan, M., Shirazi, F., & Dokooohaki, R. (2022). The effect of time management education on critical care nurses' prioritization: a randomized clinical trial. *Acute and Critical Care*, 37(2), 202-208.<https://doi.org/10.4266/acc.2021.01123>