



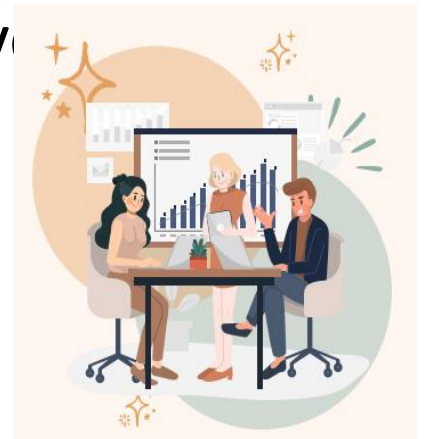
Functions of Management

PLANNING

PLANNING ✨

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

1. Discuss the concepts of planning as it relates to nursing management.
2. Discuss the mechanisms in which the basic elements of planning bring success to the healthcare organization.
3. Discuss the impact of a nurse manager as a team player in the conduct of planning.



PLANNING ✨



Planning - is the process of establishing the goals and objectives of a project and determining the resources and actions needed to achieve those goals.

- involves creating a detailed project plan that outlines the steps and tasks required to complete the project, as well as identifying potential risks or challenges and developing strategies to manage them.
- goal of planning is to create a roadmap for the project that ensures its successful completion.
- to do this, managers need to have a good understanding of the current situation and where they want to be in the future

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PLANNING



- **Making a plan of action** to provide for the foreseeable future (Fayol, 1916)
- As a basic function of management, is a **principal duty of all managers**
- **A systematic process**
 - Requires knowledgeable activity based on sound managerial theory
- **A continuous process**
 - Beginning with the setting of goals and objectives and then laying out a plan of action for accomplishing them, putting them into play, reviewing the process and the outcomes, providing feedback to personnel, and modifying plans as needed
- **A thinking or mental process of decision making and forecasting**
 - Future oriented and ensures desirable probable outcomes
- Involves **determining objectives and strategies, programs, procedures, and rules** to accomplish the objectives
- Helps to ensure that clients or **patients will receive the nursing services they want** and need and that these services are delivered by satisfied nursing workers



PLANNING



PURPOSES

- Planning increases the chances of success by **focusing on results**, not on activities
- It **forces analytic thinking and evaluation of alternatives**, therefore improving decisions
- It **establishes a framework for decision making** that is consistent with top management objectives
- It **orients people to action** instead of reaction
- It **includes day-to-day and future-focused managing**
- It helps to **avoid crisis management** and provides decision-making flexibility
- It provides a **basis for managing organizational and individual performance**
- It **increases employee involvement and improves communication.**
- It is **cost-effective.**

PLANNING



ELEMENTS

- Planning produces **readily identifiable specific elements or constituents**, including written statements of mission or purpose, philosophy, objectives, and detailed management or operational plans
- Planning includes **assessment of the nursing agency's strength and weaknesses**
- Planning entails writing **specific, useful, realistic objectives** that will reflect both strategic and operational goals for the agency and its personnel

PLANNING



ELEMENTS

- Good management starts with a **coordinated purposeful organization** of people who collectively on a functional responsibility basis are responsible for:
 - Setting objectives
 - Planning Strategy
 - Setting goals—short-term objectives
 - Developing company philosophy
 - Setting policies—the plan
 - Planning the organization
 - Providing personnel
 - Establishing procedures
 - Providing facilities
 - Providing capital
 - Setting performance standards
 - Development of management information systems
 - Activating people

Benefits of Planning

- Direction in management is established.
- Planning defines the business.
- Communication and teamwork are improved.
- Planning develops personnel.
- Planning helps to measures performance.
- Planning improves profitability.
- Planning helps to manage change and is
- future-directed.
- Planning ensures that management keeps abreast of advances in technology.



NURSING SERVICE PHILOSOPHY, VISION, MISSION, CORE VALUES, GOALS AND OBJECTIVES



CORE VALUES

Values give meaning to the organization's existence and **set the standards for behavior** within the organization and support the mission and the strategic plan.

A set of values that **align with the mission and the vision** of the organization should be determined.

They serve as the foundational cornerstone for the events and activities of the facility.

Values **can be an implicit or explicit** part of the mission statement and are incorporated implicitly into the organization's culture (Jones, 2007).

I

Integrity

N

Nationalism

C

Caring

E

Excellence

L

Leadership

L

Love for Learning

MISSION



The purpose or the **mission** statement **encapsulates the intent and overall purpose** of the organization or the **direction toward which the organization intends to head** (Jones, 2007; Murray, 2022).

It explains, in a short statement, the **core reasons behind** the organization's existence.

The purpose of each area of the organization is to pursue the stated mission of the organization. The mission statement **sets standards** for the organization's philosophy and its goals and objectives; it is the **baseline for decisions** of the organization (Jones, 2007).

Example: Provide a personal approach to the services offered by demonstrating a commitment to quality health care and offering services that promote well-being of the community through education and advanced technology.



VISION

The **vision statement incorporates** an organization's **mission and values**. It serves as the **future-oriented plan** for the organization, the **wish list** of future development ideas, and the plan to set this wish list into motion. The vision statement serves as the **dream of the organization** and **provides guidance** on where an organization wants to be 10–15 years into the future (Jones, 2007).

Example: To be the premier leader in quality health-care education and service

PHILOSOPHY



The **philosophy** of an organization is **a statement of its core beliefs, values, concepts, and principles.**

It is derived from the organization's mission and vision, and it **guides the behavior and decision-making** of all members of the organization.

The philosophy also **serves as a framework** for the organization's **social and professional development** (Jones, 2007; Murray, 2022).

Example: A hospital's philosophy might focus on providing compassionate, patient-centered care. This philosophy would guide the decision-making of all employees, from nurses to administrators. For example, nurses might make decisions about patient care based on the patient's individual needs and preferences, rather than on organizational policies and procedures.

A nursing school's philosophy might focus on educating nurses who are critical thinkers and advocates for their patients. This philosophy would guide the school's curriculum and teaching methods. For example, nursing students might be encouraged to question the status quo and to think critically about the care they are providing.

Mission, Vision and Philosophy underpin the Planning Process

According to Ehrat(1994:37), the philosophy of a service is the amalgamation of the vision, mission and value statements of the organization.

For healthcare services, mission means the provision of healthcare in order to maintain health, cure the sick and allay pain and suffering.

- The mission is the highest priority in the planning process.
- The mission should include definitions of nursing as outlined by processional nurses, like Henderson, Orem or King.
- The mission should be known and understood by nurses.

A vision is a unique and ideal image of the future and is future-orientated.

- Vision motivates the employees.
- Vision guides the planning process.
- Creating a vision is a necessary step in providing leadership.



Mission, Vision and Philosophy

A philosophy of nursing is a guide or framework for action. It identifies what are believed to be the basic phenomena, or pillars of the discipline, which is the most crucial

step in the development of a philosophy(Salsberry, 1994:13).

- The philosophy states the values and beliefs held by the nurse managers and the nurses about the nature of the work required to achieve the mission of the organization.
- It states what they believe nursing management and practice are and sets the stage for developing goals to realize these beliefs.
- Mission statements and a philosophy can be helpful only if they direct nursing care.
- Each nursing unit should use the organization's philosophy to develop its own unit philosophy.
- Each professional nurse should have a personal nursing philosophy corresponding with the organizational philosophy.



The vision, mission, philosophy, goals and objectives are crucial in giving a purposeful direction for planning at all levels in the organization.

TYPES OF PLANS



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Four types of planning:

- Strategic Planning
- Operational Planning
- Tactical Planning
- Contingency Planning



Strategic Planning- is **defining a company's direction and goals** and allocating its resources to pursue them. It consists of analyzing the competitive environment and identifying external and internal factors that can affect the organization.

Operational Planning - is **the process of defining specific actions and resources needed to achieve the goals set out in the strategic plan.**

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Operational Planning involves:

- developing detailed plans and budgets to implement the strategies and tactics outlined in the strategic plan and identifying and addressing any potential risks or challenges that may arise.
- To achieve this goal stated in the strategic plan, the company develops an **operational plan that outlines the specific actions and resources** needed to execute a strategy.

The operational plan includes tasks such as:

- Implementing new features.
- Allocating development resources and setting goals and timelines for developing the new features.
- Developing a budget for testing and quality assurance efforts.
- Assigning staff members to oversee the development and testing of the new features.

PLANNING

Tactical Planning - develops plans and actions to achieve the goals set out in the operational plan.

- involves breaking down the larger goals and objectives into smaller, more manageable tasks that can be completed within a shorter time frame, typically ranging from a few weeks to a few months.
- includes developing content marketing campaigns, promoting new features, assigning tasks to developers, etc.

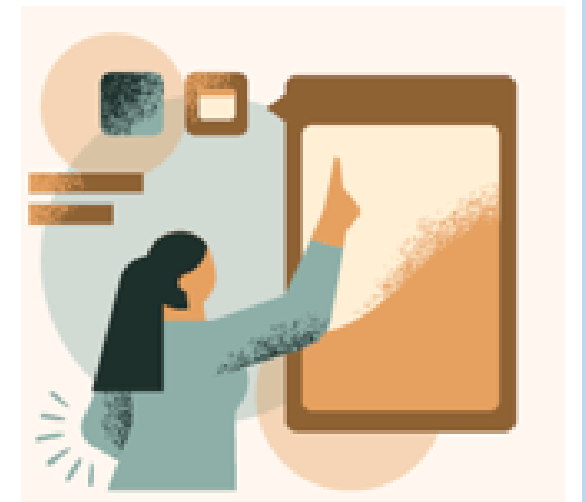
Contingency planning - is the process of **identifying potential risks or challenges that may arise and developing plans to mitigate or address them.**

For example: To ensure the success of launching of new features as planned in an operational plan, a contingency plan to mitigate potential risks or challenges that may arise.

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For example: The contingency plan may include the following measures:

- Identifying potential disruptions to the development process, such as staff illness or unexpected delays, and minimizing their impact on the timeline for launching the new software.
- Identifying potential IT issues, such as server outages or security breaches, and ensuring that the software remains accessible to customers and secure.
- Sudden change in market conditions or a major competitor entering the market.



CONTINGENCY PLANNING



- **PLAN B**
- **Alternative courses of action when the original plan proves inadequate**
- Process of preparing for unexpected events or situations that may disrupt the normal operations of a healthcare facility or impact patient care.
- Outline how the facility will respond to different types of emergencies.
- Includes defining roles and responsibilities, establishing communication protocols, and specifying procedures for patient care and safety.

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