

A STUDY OF NON-NURSING FUNCTIONS PERFORMED BY NURSE  
ADMINISTRATORS IN SELECTED HOSPITALS OF THE  
WESTERN REGION OF THE UNITED STATES

This Thesis for the M.S. degree by

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B.S., University of Denver, 1951

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Fries, Olive Hilda (M.S., Nursing)

A Study of Non-Nursing Functions Performed by Nurse

Administrators in Selected Hospitals of the Western  
Region of the United States

Thesis directed by Associate Professor Alice Rockwood

This was an investigation by use of the rating form to ascertain the performance of non-nursing functions which were not listed in job descriptions and were being performed by nurse administrators in selected short-term general hospitals.

The population for the study included all directors of nursing service, associate or assistant directors, day supervisors, evening and night supervisors in all short-term general hospitals with 101 to 200 hospital bed capacity, 201 to 300 hospital bed capacity, and 301 to 400 hospital bed capacity in the Western Region of the United States. The rating forms were mailed to one hundred and eighty-eight general hospitals.

The method of study was the normative survey.

It was revealed that a significant majority of nurse administrators performed or had responsibility for clerical non-nursing functions pertaining to the employment and salary of nursing personnel. Nurse administrators also assumed considerable responsibility for performing

functions which are unique to housekeeping, pharmacy, and laundry departments.

The investigation showed that some nurse administrators were involved in performing other miscellaneous non-nursing functions in the interest and operation of the hospital.

The findings substantiated the fact that, as nurse administrators planned, organized, and delegated their work, it became increasingly obvious that, despite the heavy demands on administrative nursing service for patient care and the improvement of patient care, professional nurse administrators were expected to perform functions which could be performed by another classification of worker. This would give the nurse administrator more time to spend in the responsibility of planning and organizing nursing care for patients.

This abstract of about 250 words is approved as to form and content. I recommend its publication.

Signed Alice Rockwood  
Instructor in charge of thesis

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## CHAPTER I

### THE PROBLEM AND DEFINITIONS OF TERMS USED

Nurses are concerned, and rightly so, about the utilization of nursing skills. Much time and effort are expended on the education of the nurse, preparing her for the responsibilities of patient care, and the improvement of nursing care. For the professional nurse, this scope of responsibility becomes greater as hospitals expand and progress is made in the care of the patient. The effective utilization of administrative nursing personnel in the areas in which they are best prepared is essential.

Nursing administration includes the performance of non-nursing service functions which could be performed by someone other than a nurse. When job studies are done, they are helpful in defining work performed, and they provide a basis for making decisions, such as shifts of emphasis. It is possible to reallocate duties if a decision is made that these tasks could be performed by another classification of worker. The professional administrative nurse needs to examine what duties are not directly contributing to the expectations of nursing care. Her abilities and knowledge need to be applied for the benefit of nursing service, thus increasing work

efficiency, individual growth, job satisfaction, and time the nurse administrator can give to her professional duties.

## I. THE PROBLEM

Statement of the problem. The problem of this study was to identify non-nursing functions performed by nurse administrators which were not listed in job descriptions and were being performed by nurse administrators in selected hospitals.

Importance of the study. The administration of nursing service has taken on new dimensions in patient care. With this expansion, the nursing service department in hospitals has increasing numbers of personnel under its direction. The operation of hospitals constitutes the fifth largest industry in the United States. This emphasizes the need for the administration of nursing service to be performed by skilled persons. "Good administration sets the example and tone of the whole nursing service."<sup>1</sup> The American Nurses' Association Functions, Standards, and

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<sup>1</sup>M. Cordelia Cowan, "Institutional Nursing," The Yearbook of Modern Nursing (New York: G. P. Putnam's Sons, 1956), p. 163.

Qualifications have defined the responsibilities of the nurse administrator.<sup>2</sup>

The profession of nursing is accountable to society and nursing must be prepared for future increases in volume of need for nursing care. Nurse administrators have a dual responsibility in the quality of nursing care rendered and in planning the adequacy of the staffing pattern. The staffing pattern determines the time which the nurse is able to spend with the patient.

It is suggested that with the use of modern scientific methods of administration, the intelligent use of nursing resources will result.<sup>3</sup>

Purpose of the study. The purposes of the study were (1) to determine types of non-nursing duties; (2) to analyze the frequency of performance of these duties by nurse administrators in selected hospitals; and (3) to make recommendations, based on the data collected, which might help clarify some time expenditures on the job.

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<sup>2</sup>"American Nurses' Association Committee on Statements of Functions, Standards, and Qualifications," American Journal of Nursing, 56:1165-67, September, 1956.

<sup>3</sup>Herman Finer, Administration and the Nursing Services (New York: The Macmillan Company, 1952), pp. 1-93.

Nurse administrators who participated in the study were the director of nursing service, the assistant director of nursing service, and day, evening, and night supervisors in selected hospitals of the Western Region. Participants were full-time personnel. The findings were limited to the selected hospitals and do not necessarily apply to other hospitals.

Hypothesis. Nursing service administrators are performing non-nursing functions.

## II. DEFINITIONS OF TERMS USED

The following terms are defined as used in this study.

A nurse administrator is a registered professional nurse who is responsible for coordinating nursing service in a hospital, including the provision of adequate nursing personnel for patient care. This term applies to all administrative personnel who were utilized in this study.

A director of nursing service is a registered professional nurse who is responsible for the administration and overall planning and direction of nursing service in a hospital, to insure adequate and competent patient care.

An assistant director of nursing service is a registered professional nurse who, under the supervision

of the director of nursing service, assists in organizing and administering nursing service.

An evening supervisor is a registered professional nurse who, under the supervision of the director of nursing service, is responsible for the administration of nursing service on evening duty.

A night supervisor is a registered professional nurse who, under the supervision of the director of nursing service, is responsible for the administration of nursing service on night duty.

A day supervisor is a registered professional nurse who, under the supervision of the director of nursing service, is responsible for the administration of nursing service of one or more nursing units during day duty.

"Administration is the process and agency which is responsible for the determination of the aims for which an organization and its management are to strive, which established the broad policies under which they are to operate, and which gives general oversight to the continuing effectiveness of the total operation in reaching the objectives sought."<sup>4</sup>

Nursing service administration is the provision for continuous individualized service to the patient, including

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<sup>4</sup>Ordway Tead, The Art of Administration (New York: McGraw-Hill Book Company, Inc., 1951), p. 101.

whatever is necessary, physically and psychologically, to bring him back to self-directive activity which leads toward his own improved health. The subsidiary objectives of this role are the professional activities, including human relations, communications, teaching, research, and personal development, designed to further the primary objective--the optimum care of the patient.<sup>5</sup>

"A function is a body of duties closely related in homogeneous character and in operational similarity, which for purposes of execution are naturally and conveniently grouped together as the unified responsibility of a person or department."<sup>6</sup>

Non-nursing functions are functions performed by nurse administrators which involve other departments in the hospital and which do not require professional nursing skills.

### III. THE SETTING FOR THE STUDY

One hundred and eighty-eight selected hospitals of the Western Region of the United States were chosen for

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<sup>5</sup>Helen L. Aikins and Mildred Struve, Institute of Administration of Nursing Services (Chicago: University of Chicago, March, 1951), p. 57.

<sup>6</sup>Tead, op. cit., p. 102.

the study.<sup>7</sup> The hospitals included all general short-term stay and all general long-term stay.

The personnel who participated in the study were administrators of nursing service. The job titles of the nurse administrators were: director of nursing service, assistant director of nursing service, and day, evening, and night supervisors of nursing service. All personnel in the study were full-time employees.

The study was limited to hospitals having the following bed capacities: 101 to 200 beds, 201 to 300 beds, and 301 to 400 beds.

|                     | Short Term | General Hospitals |           |
|---------------------|------------|-------------------|-----------|
| Beds                | 101 - 200  | 201 - 300         | 301 - 400 |
| Number of Hospitals | 107        | 51                | 30        |
|                     | Long Term  | General Hospitals |           |
| Beds                | 101 - 200  | 201 - 300         | 301 - 400 |
| Number of Hospitals | 2          | 1                 | 2         |

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<sup>7</sup>Administrator's Guide Issue "Directory Section," Hospitals, 33:27-218, Part II, August, 1959.

## CHAPTER II

### METHOD AND SCOPE

The normative survey method was chosen for the study. The normative survey was described by Hillway as a method of gathering exact facts concerning a situation. This method was also described by him as not being restricted to fact-finding but leading to the discovery of important principles that contribute to the solution of a problem.<sup>1</sup>

Hillway further defined this method:

The fact-finding survey . . . accurately describes a given situation and may bring attention to conditions and needs that might otherwise go unnoticed. But of much greater significance for scholarship is the survey that can identify a relationship of cause and effect between two phenomena, or that can produce valid general principles upon which to base future action.<sup>2</sup>

The satisfaction of a felt need is one of the purposes of research, and the results obtained may be applied to satisfy future needs, decisions, or actions.<sup>3</sup>

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<sup>1</sup>Tyrus Hillway, Introduction to Research (Boston: Houghton Mifflin Company, 1955), pp. 175-77.

<sup>2</sup>Ibid., p. 195.

<sup>3</sup>Francis Rummel, An Introduction to Research (New York: Harper and Brothers, 1958), pp. 2-16.

## I. THE STATISTICAL METHOD CHOSEN FOR THE STUDY

Investigation by total population was chosen for the study. A population was described by Guilford as being a "well-defined group of individuals or of observations."<sup>4</sup> This population included "all the people in whom we are interested" in the study.<sup>5</sup> The term population also includes "in the broad sense . . . all sets of individuals, objects, or reactions that can be described as having a unique pattern of qualities."<sup>6</sup> The population chosen should be defined by naming the properties that were unique to the group.<sup>7</sup>

The population was described as having similar properties in basic professional education, experience in nursing care of patients, and an administrative position in nursing service in a similar type of hospital. The population chosen by this studymaker consisted of all directors, assistant directors, and day, evening, and night supervisors working full-time in nursing service in

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<sup>4</sup>J. P. Guilford, Fundamental Statistics in Psychology and Education (New York: McGraw-Hill Book Company, Inc., 1956), p. 5.

<sup>5</sup>Lester Guest, Beginning Statistics (New York: Thomas Y. Crowell Company, 1957), p. 135.

<sup>6</sup>Guilford, op. cit., p. 155.

<sup>7</sup>Ibid., p. 5.

selected hospitals of the Western Region of the United States.

## II. DEVELOPMENT OF THE PILOT STUDY

In preparation for developing the pilot study, job descriptions and job classifications of four selected hospitals were reviewed to find out what each hospital considered to be the functions of nursing service administrators. Job descriptions for hospitals<sup>8</sup> and American Nurses' Association functions<sup>9</sup> were also reviewed to gain information on overall guides for hospitals. This review was necessary to help differentiate between nursing administrative functions and non-nursing functions and develop a list of selected non-nursing functions performed by nurse administrators.

The selected non-nursing functions were listed by the investigator from experience of the investigator in nursing administration and with the assistance of a group

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<sup>8</sup>United States Department of Labor, Job Descriptions and Organization Analysis for Hospitals and Related Health Services (Washington: Government Printing Office, 1952), pp. 304-9.

<sup>9</sup>"American Nurses' Association Committee on Statements of Functions, Standards, and Qualifications," American Journal of Nursing, 56:1165-67, September, 1956.

of professional nurses who had performed these functions as nurse administrators in the work situation. This list of selected non-nursing functions was reviewed with the investigator and approved by a panel of three nurses in nursing administration who were not included in the pilot study.

The next step was the development of the pilot study form to be completed by selected nurse administrators in four selected hospitals.

An explanatory page of instructions for recording the time spent--in minutes--in the performance of these non-nursing functions accompanied the prepared form. Further clarification of the pilot study and use of the form was given to the nurse administrators by meeting with them.

The participants in the pilot study were directors, assistant directors, and evening and night supervisors who worked in four selected hospitals.

A five-day work week was chosen for the pilot study.

The pilot study revealed that directors of nursing service in the four selected hospitals spent 20.42 per cent of their time in a forty-hour week being responsible for or performing non-nursing functions. Assistant directors spent 25.81 per cent of their time being responsible

for or performing non-nursing functions. Evening supervisors spent 14.03 per cent of their time being responsible for or performing non-nursing functions, and night supervisors spent 11.43 per cent of their time being responsible for or performing non-nursing functions. In view of the fact that day supervisors of nursing service usually work on a specialized unit of patient care, these nurse administrators were not included in the pilot study. From the findings of the pilot study, it was decided to include the day supervisors in the study to gain more inclusive data on the performance of non-nursing functions.

### III. DEVELOPMENT OF THE RATING FORM FROM THE PILOT STUDY

The pilot study activity record was prepared with the list of non-nursing functions. Space was provided for selected nurse administrators to fill in position, days of the week for five days worked, and hours of duty for one forty-hour week. The time spent performing the non-nursing functions was entered in each space provided for each day.

## IV. THE RATING FORM

In preparation of the rating form, a change in the method of completing the form was necessary because of the time-consuming element of entering the time in minutes spent in performing the non-nursing functions.

The directions on the rating form requested that the nurse administrator fill in the position held in the hospital and circle bed capacity of hospital and frequency of performance of non-nursing functions listed (see Appendix A). Clarification of the key for circling the frequency of performance was added to the rating form as follows:

Always: regularly

Usually: common pattern

Often: not within common pattern but frequent  
enough to be significant

Seldom: rarely

Never: not at any time

Table I shows the bed capacity of the selected hospitals, the number of short-term general hospitals, the number of long-term general hospitals, and the number of rating forms mailed to each director of nursing service for distribution to each selected nurse administrator.

TABLE I

BED CAPACITY OF HOSPITAL, NUMBER OF SELECTED HOSPITALS  
IN THE WESTERN REGION, AND NUMBER OF RATING FORMS  
MAILED TO EACH DIRECTOR FOR DISTRIBUTION TO  
NURSE ADMINISTRATORS

|  | Bed Capacity of Hospitals |         |         |
|--|---------------------------|---------|---------|
|  | 101-200                   | 201-300 | 301-400 |
| Number of short-term<br>general hospitals  | 107                       | 51      | 30      |
| Number of long-term<br>general hospitals   | 2                         | 1       | 2       |
| Number of rating forms<br>mailed to each director<br>for distribution to<br>each nurse administrator | 8                         | 10      | 12      |

It was assumed that the number of rating forms mailed to each director adequately covered the total population of selected nurse administrators in the study.

A covering letter was prepared and mailed with the rating forms (see Appendix B). A stamped addressed envelope was included for return of the completed forms.

Table II shows the bed capacity of the short-term general hospitals, the number of participating hospitals, the number of hospitals which responded, the number of hospitals which did not respond, and the percentage of returns.

Table III (page 17) shows the bed capacity of the long-term general hospitals, the number of participating hospitals, the number of hospitals which responded, the number of hospitals which did not respond, and the percentage of returns.

After the rating forms were returned, the grouping was calculated on master sheets and tabulations were made which appear in Appendix E. Because of the lack of adequate respondents from the long-term hospitals, the tabulation and analysis for this group were omitted. Only one hospital in the five long-term general hospitals in the study responded.

TABLE II  
 BED CAPACITY OF SHORT-TERM GENERAL HOSPITALS AND NUMBER AND  
 PERCENTAGE OF RESPONDENTS BY HOSPITAL

| Bed Capacity<br>of<br>Hospital | Number of<br>Participants | Number of<br>Respondents | Number of<br>Non-respondents | Percentage<br>of Returns |
|--------------------------------|---------------------------|--------------------------|------------------------------|--------------------------|
| 101-200                        | 107                       | 95                       | 12                           | 88.7                     |
| 201-300                        | 51                        | 42                       | 10                           | 82.3                     |
| 301-400                        | 30                        | 29                       | 1                            | 96.6                     |

TABLE III  
 BED CAPACITY OF LONG-TERM GENERAL HOSPITALS AND NUMBER AND  
 PERCENTAGE OF RESPONDENTS BY HOSPITAL

| Bed Capacity<br>of Hospital | Number of<br>Participants | Number of<br>Respondents | Number of<br>Non-respondents | Percentage<br>of Returns |
|-----------------------------|---------------------------|--------------------------|------------------------------|--------------------------|
| 101-200                     | 2                         | 0                        | 2                            | 0                        |
| 201-300                     | 1                         | 0                        | 1                            | 0                        |
| 301-400                     | 2                         | 1                        | 1                            | 50                       |

## CHAPTER III

### REVIEW OF THE LITERATURE

The review of the literature was approached by examining articles, books, and pamphlets which have been written in the last ten years concerning the problem. The reading came under six headings:

1. The underutilization of nursing skills.
2. The increase in the volume of clerical work in business.
3. The need for work studies and work simplification.
4. The increase in the demand for skilled nursing administrators and more incidental teaching for the improvement of patient care, and the reduction of personnel turnover.
5. The need for more supervision in the role of the nurse administrator.
6. A definition of the professional role.

From the experience of the writer, the performance of non-nursing functions has, over the years, been considered by nurses as a duty that should be discharged. As these functions are reviewed and objectively appraised, it

may be found that nursing service has actually been denied some of the advantages of specialized skills. Because of the many demands on the nurse administrator's abilities, allotment of enough time for strictly nursing service functions for the improvement of patient care is sometimes difficult. The patient's expectations of nursing service must be fulfilled by persons who are capable of expert performance. This is the goal of nursing service, and principles of scientific management should be extended to the entire framework of patient care.

#### I. THE UNDERUTILIZATION OF NURSING SKILLS

Nurses are aware of the need to examine non-nursing functions. In a study of nursing positions in a general hospital, one approach to this problem centered in the analysis of work performed by ward administrative nurses and nurse educators. The importance of job analysis to clarify and define the nursing position was stressed. The shortage of nursing personnel was keenly felt, and efforts were made to identify functions that could be delegated to non-professional personnel. With the shortage of nurses, it was apparent as the study progressed that full utilization of nursing skills was not being accomplished.

Emphasis was placed on effective use of manpower and the full employment of the nurse's professional capabilities.<sup>1</sup>

When this study was completed, it was evident that to meet the growing demands of nursing service, delegation of more duties to non-professional personnel was necessary. Nurses would thus have more available time to perform skilled tasks. As less time was spent in non-nursing functions, the nurse administrator would be more available to implement and supervise changes in ward administration.

## II. THE INCREASE IN THE VOLUME OF CLERICAL WORK IN BUSINESS AND ITS EFFECT ON NURSING SERVICE

Since the shift from an agricultural to an industrial economy, clerical activities have increased, and the non-production worker has become engrossed in a tremendous variety and volume of forms, records, and reports. In the operation of business, these clerical processes may be carefully outlined or casually improvised. Without them, no business, regardless of size, can proceed. The nature

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<sup>1</sup>Marjorie Alice Snyder, "A Study of Selected Nursing Positions in Presbyterian Hospital, Denver, Colorado" (unpublished Master's thesis, The University of Colorado, Boulder, 1948), pp. 1-19.

of the clerical operations varies from one type of business to another.<sup>2</sup>

Nursing service in hospitals has grown, resulting in increased numbers of personnel. This has resulted in a greater volume of clerical work, the performance or accuracy of which is the responsibility of a nurse administrator. Extensive work has been done by the United States government in cooperation with the American Hospital Association in outlining the functions performed by nurse administrators.<sup>3</sup>

The hospitals' historic setting was such that non-profit institutions were dependent on generous contributions by wealthy donors. The trend now becomes evident that hospitals must bring their charges into line with the cost of care and balance the budget out of hospital income.<sup>4</sup> Due to the striking changes in advanced medical technology and medical science, hospitals are employing

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<sup>2</sup>Richard F. Neuschel, Streamlining Business Procedures (New York: McGraw-Hill Book Company, Inc., 1950), pp. 1-31.

<sup>3</sup>United States Department of Labor, Job Descriptions and Organization Analysis for Hospitals and Related Health Services (Washington: Government Printing Office, 1952), pp. 304-9.

<sup>4</sup>Burling Temple, Edith M. Lentz, and Robert N. Wilson, The Give and Take in Hospitals (New York: G. P. Putnam's Sons, 1956), p. 7.

more and better prepared nurses. The forty-hour week has raised employee numbers from 3.1 employees for each nursing service position to 4.2. In 1946, 19.3 per cent of the hospital dollar was expended on nursing service. In 1957, this expenditure rose to 31.2 per cent.<sup>5</sup> Adding more and more hospital beds, increasing all hospital facilities, changing procedures and techniques, and developing the hospital as a health center for the community have greatly increased numbers of nursing personnel in hospitals. Dollarwise, this increase has risen from \$1.93 to \$7.62, an increase of 295 per cent.<sup>6</sup> Fifty-four per cent of hospital employees belong to nursing service.<sup>7</sup> As nursing experiences the effect of scientific, medical, and nursing growth, development of employee potential and personnel satisfaction is essential to maximum patient services.<sup>8</sup> With the growing awareness of sharply defined division of labor, as hospitals grow in complexity, clerical work is becoming a specialty.<sup>9</sup> Bailey stated:

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<sup>5</sup>Henry N. Pratt, "The High Cost of Hospital Care Is Going Higher," Hospitals, 32:41-43, June, 1958.

<sup>6</sup>Sister Mary Maurita, "An Administrator Looks at Nursing Service," Hospital Progress, 39:90-92, 157, September, 1958.

<sup>7</sup>Ibid., p. 91

<sup>8</sup>Ibid.

<sup>9</sup>Temple, op. cit., p. 145.

. . . hospital economies have changed, and problems of hospital personnel management have changed. In order to continue to render a high level of hospital service to our communities . . . hospitals today must perforce adopt modern principles of business administration.<sup>10</sup>

### III. THE NEED FOR WORK STUDIES AND WORK SIMPLIFICATION

The most effective use of nursing skills is through knowledge of administrative policies, medical practices, smooth work flow, and newly tested procedures. Industry has more than doubled the average worker's production per hour. This was accomplished by placing the worker's skills correctly. It was found in nursing that skills were channeled into work that was not related to nursing care. In an attempt to remedy this, the nurse administrator can assist in reallocating non-nursing duties so that the nurse can have more time to spend in nursing duties and responsibilities.<sup>11</sup>

Degrees of tension in personnel must also be faced when some of the functions performed are not meaningful.

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<sup>10</sup>Norman D. Bailey, Hospital Personnel Administration (Chicago: Physicians' Record Company, 1954), p. 54.

<sup>11</sup>Janet M. Geister, "The Trouble Is Not Lack of Nurses, It's Lack of Sense in Using Them," The Modern Hospital, 89:63-65, August, 1957.

This tension is released in the work pattern and directly affects the patient. In his sick role, the patient is denied some of the therapeutic milieu. It is hoped that, in the not too distant future, work patterns in all areas of hospital operation can be patient-centered and that routines can be restructured toward this goal.<sup>12</sup> The "know-how" tools of work simplification can be applied to nursing. The principles are the same, and nurses can readily understand and use them. There are basic steps which must be followed in an orderly way when studies or changes are made in any work situation. Studies should be undertaken to lighten the daily work of the nurse and lead to improved methods.<sup>13</sup> Goals for a project such as this would aim for better utilization of nurses' time in working with more patient-centered problems and for improvement of nursing care. The nurse administrator would be more available and would assume greater responsibility in her professional role.<sup>14</sup>

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<sup>12</sup>Howard E. Wooden, "The Hospital's Purpose Is the Patient, But--," The Modern Hospital, 92:90-96, January, 1959.

<sup>13</sup>Donald Schoeller, "Work Simplification Applied to Nursing," American Journal of Nursing, 57:1034-36, August, 1957.

<sup>14</sup>George L. Germain, Albina Marcinisk, and Mary Alice White, "Borrowing from Industry," American Journal of Nursing, 57:762-64, June, 1957.

Because of the need for distribution of professional nursing services in a tight labor market, much has been done in the last ten years to improve utilization of nursing skills in patient areas. Reallocation of duties was studied intensively, resulting in implementation of the team method of assignment, recognition of the productivity of the practical nurse and the nurse's aide, and the development of the position of ward clerk. It can now be readily recognized that in-service education and on-the-job instruction take on more emphasis for these work-team members in the development of new patterns of ward management.<sup>15</sup> The nurse administrator, in the years ahead, will find herself working more closely with the head nurses who design and delegate the overall work plans and the ward personnel who are assigned to the responsibilities of carrying out patient care.<sup>16</sup>

Changes in nursing have been remarkable due to the new approach and progress in modern hospital philosophy. De-emphasis has been noticed in the old military precision of operation, unquestioning obedience to the physician, and the discussion of wages as being unworthy of a

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<sup>15</sup>Frances L. George and Ruth P. Kuehn, Patterns of Patient Care (New York: The Macmillan Company, 1955), pp. 1-92.

<sup>16</sup>Ibid., pp. 172-74.

profession.<sup>17</sup> Poor adjustment of some older nurses to the changing times in patient care has been noticed. There have been many complaints of lack of direction in nursing service resulting in internal tensions which have resulted in difficulties in relating to other occupational groups.<sup>18</sup>

Hospitalization is for the acute phase of illness. This has resulted in early discharge of the patient and a frequent change in patients. From this observation, we deduct that the majority of hospitalized patients are acutely ill, needing greater vigilance in professional judgment and recognition of complications.<sup>19</sup> Availability of professional nurses for rotating shifts has changed over the past years. In 1930, one out of every five nurses was married. In 1956, four out of every five nurses were married. The increase in family responsibilities and changing living locations because of husband's job mobility has greatly affected turnover and availability of nurses.<sup>20</sup>

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<sup>17</sup> Temple, op. cit., pp. 96-97.

<sup>18</sup> Ibid., pp. 104-6.

<sup>19</sup> Anna D. Wolf, "Evolution in Nursing Service," Nursing Outlook, 4:47-49, January, 1956.

<sup>20</sup> Thomas Hale, "The Five Sides of the Nursing Problem," The Modern Hospital, 88:71, July, 1957.

To improve practice in the nursing service department, work-flow studies and research are necessary to assure that new procedures and methods are in line with modern business methods and scientific equipment. Economical and effective staffing plans depend on continuous evaluation of nursing needs and performance required to render safe, effective nursing care. Implementation of changes for improvement of nursing service is a responsibility of the nursing service department.<sup>21</sup> Anderson stated that:

Planning effectively requires knowledge of what work is to be done, why it is to be done, how it is to be done, what kind of equipment and materials are needed to do it, and where it is to be done.<sup>22</sup>

Such planning will or must establish organization, fix authority and responsibility, while introducing comprehensive flexibility without getting lost in detail. Homogeneous assignment is necessary in determining individual jobs for work and goal aims. Controls must be evident to alleviate deviation from goals.<sup>23</sup> Work simplification is

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<sup>21</sup>Malcolm T. MacEachern, Hospital Organization and Management (Chicago: Physicians' Record Company, 1957), p. 549.

<sup>22</sup>R. C. Anderson, "A Function of Administration," Bulletin of the Menninger Clinic, 19:175-76, September, 1955.

<sup>23</sup>Ibid.

a philosophy which is comparatively new. It eliminates useless motions, fatigue, and boring or useless work, while increasing individual achievement. Employees can be trained to help and recognize areas for improvement and change, thus helping to eliminate anxiety about how it will affect job security.<sup>24</sup> It is "the organized application of common sense to find better and easier ways of doing work on the part of everyone concerned."<sup>25</sup> There are three parts to work simplification. The first is the human relations aspects, the second part is the tools and techniques, and the third is the presentation of subjects. Workers should develop the habit of inquiry and see jobs in terms of motions. The value of the trial basis should be emphasized. This improves morale and trains people to work effectively with each other. Costly jobs are the results of misplaced skills, bottlenecks, and breakdowns.<sup>26</sup> The pattern of work simplification is really a discipline. Further steps to initiate change include challenging the details of the work involved, developing

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<sup>24</sup>Addison C. Bennett, "Work Simplification Techniques Make Easy Methods Not So Hard to Find," Hospitals, 31:45-47, February, 1957.

<sup>25</sup>Ibid.

<sup>26</sup>Edmund R. Mattos, "A Practical Approach to Work Simplification," Hospitals, 29:126, October, 1955.

methods of improvement, and putting the improved methods to work. Using the principles of motion economy, conservative solutions work better than radical ones. A sequence of operations should be chosen in order to pick out the unimportant steps that consume time and effort. The most useful tools include the flow process chart, the paper-work systems chart, and the work distribution chart. Studies will initiate other studies as the procedure is followed through the entire process.<sup>27</sup>

Work simplification should become a way of hospital life, improving attitudes and teamwork. Supervisors and line workers should be allowed to feel that improvements can come from them. The "expert" can only recommend change. His greatest usefulness lies in counseling and difficult problem solving.<sup>28</sup> Preconceived ideas that hospitals are different have proved to be untrue. Basic problems are the same as those encountered elsewhere in business. Each problem responds to the application of the same fundamental principles of job methods and employee

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<sup>27</sup> Stanley A. Ferguson and Charles B. Womer, "Putting Work Simplification to Work," The Modern Hospital, 87:76-78, September, 1956.

<sup>28</sup> Stanley A. Ferguson and Charles B. Womer, "Work Simplification Is the Workers' Job," The Modern Hospital, 87:60-62, August, 1956.

relations.<sup>29</sup> The question to ask now is, why do we get set in our ways and go on doing the same things when we know that there is a better way to do them? This is a human trait; habits fulfill some of our personality needs which we do not always recognize.<sup>30</sup>

Finding the right approach for each individual worker is important, and change should be discussed with those who will be affected in order to hasten the process without interference with the work flow. When workers study the whole situation, they feel more able to make recommendations for improvement.<sup>31</sup>

Many sundry and routine procedures could be relinquished which would help the nurse administrator to perform duties for which she is prepared. Nursing service should utilize and take full advantage of the personnel department. It has always seemed difficult to make changes in nursing service due to some lasting traditions.<sup>32</sup> The function of the nurse administrator should

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<sup>29</sup>Gertrude F. Loud, "The Shortest Distance between Two Points Is Work Simplification," The Modern Hospital, 81:73-75, December, 1953.

<sup>30</sup>J. Elliott Janney, "Getting Acceptance for Change," Nursing Outlook, 1:84-85, February, 1953.

<sup>31</sup>Ibid.

<sup>32</sup>Sister Mary Maurita, "An Administrator Looks at Nursing Service," Hospital Progress, 39:65-67, 122, October, 1958.

be confined to the job for which she has been professionally prepared. She should have time to organize, plan and think, initiate research studies, increase efficiency, and study economy of personnel, effort, time, and supplies.<sup>33</sup>

The multiplicities in the operation of hospitals require nurse administrators to be cognizant of work methods and the need for simplification of procedures. The performance of work by nurses should be patient-centered, and this may be accomplished by the assignment of work utilizing nursing skills.

#### IV. THE INCREASE IN THE DEMAND FOR SKILLED NURSE ADMINISTRATORS IN INCIDENTAL TEACHING FOR PATIENT CARE AND REDUCED TURNOVER OF PERSONNEL

Major weaknesses in hospital operational efficiency are often found within the department of nursing services. With the growing complexity of problems in hospitals, it has been difficult to employ nurses in administration to keep up with this complexity. The addition of more non-professional personnel requires greater administrative skills in selection of personnel followed by continuous

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<sup>33</sup>Margaret J. Denniston, "Good Nursing Starts at the Top," The Modern Hospital, 77:55-56, December, 1951.

training programs. These are the responsibility of the nurse administrator and directly affect turnover of personnel. The development of competent supervisors and emphasis on in-service education are a means of reducing costly turnover of personnel.<sup>34</sup> In one study it was found that one-third of the staff nurses who resigned did so because of factors relating to the job. In comparing this with industry, one-quarter of the women who resigned did so because of factors relating to the job.<sup>35</sup> Because of the complexities of hospital administration and the need for increased supervision of employees, the need for adequate preparation of nurses in leadership positions has been accentuated. Many nurses are, of necessity, assuming these positions without adequate readiness.<sup>36</sup> One of the major problems in the administration of nursing service is the turnover of personnel. Implementation of programs for more in-service education and programs to find out causes of job dissatisfaction is the responsibility of the nurse administrator. Although time is spent on this, it does not appear to be adequate. As mentioned above, in one

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<sup>34</sup>Eleanor C. Lambertson, "Nursing Service and Education," Hospitals, 33:92-95, April, 1959.

<sup>35</sup>Ibid., p. 94.

<sup>36</sup>Ibid., pp. 92-93.

study, one-third of the staff nurses resigned because of factors relating to the job.<sup>37</sup>

V. THE NEED TO APPLY MORE SUPERVISION IN THE ROLE  
OF THE NURSE ADMINISTRATOR

The implications for direction and supervision are evident in the following account of an actual ward situation.

In a study of a premature infant center, excellent examples of mothering and tender loving care by nursing personnel were demonstrated; but the role of the supervisor was very much on the periphery of patient care if she did not, or could not, help with the care of the infants. Change in procedures recommended by the medical staff was not accepted because the ward nurses felt that the established procedures worked out best for patient care.<sup>38</sup> The control of the "care" group over the work plan was in direct opposition to medical administrative directives and was exerted by openly stating in meetings that they did not think a change should be made and

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<sup>37</sup>Ibid., p. 94.

<sup>38</sup> Leonard Reissman and John H. Rohrer, Change and Dilemma in the Nursing Profession (New York: G. P. Putnam's Sons, 1957), pp. 197-243.

"verbally acquiescing to the idea when it is presented as an order from a physician and then continuing as before."<sup>39</sup> Because of the shortage of ward personnel, much of the supervisor's time was spent in trying to arrange coverage for the units. The image of the supervisor perceived by the ward personnel was that she did not know the babies and, therefore, she could not be included in the "care" group. Apparently unnoticed by the supervisors was the overlapping of nursing functions between the duties of the nurse and the duties of the aide. The aide became quite proficient and, because of the shortage of professional nursing personnel, performed outside of her circumscribed duties.<sup>40</sup>

It would be desirable if supervisors were able to devote more time to the supervision of patient care. This is one of the goals of nursing service, but other demands on the supervisor may not allow sufficient time to spend with patients and personnel.

In setting examples of performance of appropriate duties, the nurse administrator has major responsibilities in role relationships.

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<sup>39</sup>Ibid., p. 198.

<sup>40</sup>Ibid., pp. 211-28.

## VI. THE ROLE OF THE NURSE ADMINISTRATOR

"A role is a set of behaviors that an individual is expected to perform."<sup>41</sup> When these expectations are met, interrole behavior is satisfactory. When an individual takes a given role, certain task functions are prescribed, and these work contributions are part of the job. These roles interlock with other groups in the performance of specific professional activities.<sup>42</sup>

The role of the nurse administrator needs to be extended further into the area of human relations and interpersonnel relationships for the improvement of nursing service.<sup>43</sup>

It has been suggested that the next time the nurse administrator walks through a department in the hospital, the responsibility for which is assigned to nursing, she should notice if nursing personnel are performing non-nursing functions that could be assigned to someone other than a nurse. If the duty is basically a technical or

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<sup>41</sup>Alvin Zander, Arthur R. Cohen, and Ezra Stotland, Role Relations in the Mental Health Professions (Ann Arbor: Research Center for Group Dynamics Institute for Social Research, University of Michigan, 1957), p. 15.

<sup>42</sup>Ibid., pp. 14-17.

<sup>43</sup>George and Kuehn, op. cit., p. 172.

clerical job that does not require a professional nurse, then a non-nurse should be assigned.<sup>44</sup> "Very few hospital administrators and nursing directors would insist that they are using nurses with complete economy and efficiency."<sup>45</sup>

## VII. SUMMARY

Due to the changing economic status of hospitals, the nurse administrator finds herself concerned with major changes in the demands for nursing care. Shorter hospitalization and progress in medical technology and science have stressed a need for well prepared nurses and closer personal care for the acutely ill patient. Hospital expansion and shorter hours have increased the numbers of personnel required in nursing service. Non-professional personnel require more training and supervision to work effectively on the health team.

With the increase of nursing personnel, clerical activities are demanding more time on the part of the nurse administrator. Many sundry and routine procedures in nursing could be relinquished, but some preconceived

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<sup>44</sup>Thomas P. Weil and Grace A. Warman, "The Nursing Shortage," Hospital Management, 87:98, February, 1959.

<sup>45</sup>Ibid.

ideas still exist that hospitals are different from other types of business.

Tension mounts when work performed is not meaningful, and this is indirectly passed on to the patient who is denied some of the therapeutic milieu which helps him get well. Work simplification can be applied to nursing with the use of scientific principles in business. Nurse administrators would have more time to devote to patient-centered problems and the improvement of nursing care.

Availability of professional nurses is still of concern, and greater numbers of nurses are presently married, thus narrowing availability for rotating shifts and steady employment. Because of some problems related to the job and increase in family responsibilities, turnover is high in nursing service. This problem puts more emphasis on the importance of leadership, supervision, and administration of nursing service.

## CHAPTER IV

### ANALYSIS AND INTERPRETATION OF THE DATA

The purposes of the study were (1) to identify and to explore the frequency of performance in selected non-nursing functions performed by nurse administrators, and (2) to make recommendations, based on the data collected, which might help to clarify some time expenditures in the job.

The data were collected by using the rating form which was mailed to the nurse administrators in selected hospitals in eleven western states. Nineteen non-nursing functions were listed on the rating form as well as the bed capacities of the hospitals. The nurse administrator was asked to indicate the frequency of performance and the bed capacity of the selected hospital.

There were one hundred and seven short-term general hospitals with a bed capacity of 101 to 200. Ninety-five of these hospitals responded. There were fifty-one short-term general hospitals with a bed capacity of 201 to 300. Forty-two of these hospitals responded. There were thirty short-term general hospitals with a bed capacity of 301 to 400. Twenty-nine of these hospitals responded.

There were two long-term general hospitals with a bed capacity of 101 to 200. These hospitals did not respond. There was one long-term general hospital with a bed capacity of 201 to 300 which did not respond, and there were two long-term general hospitals with a bed capacity of 301 to 400, one of which responded.

It was necessary in the study to omit the four hospitals in Colorado which had participated in the pilot study.

The percentages of respondents by hospital size were as follows:

| Bed Capacity of Hospital     | Number of Hospitals | Number of Hospital Respondents | Percentage |
|------------------------------|---------------------|--------------------------------|------------|
| Short-term General Hospitals |                     |                                |            |
| 101-200                      | 107                 | 95                             | 88.7       |
| 201-300                      | 51                  | 42                             | 82.3       |
| 301-400                      | 30                  | 29                             | 96.6       |
| Long-term General Hospitals  |                     |                                |            |
| 101-200                      | 2                   | 0                              | 0          |
| 201-300                      | 1                   | 0                              | 0          |
| 301-400                      | 2                   | 1                              | 50         |

Only one of the five long-term general hospitals responded, which was 20 per cent of the total five

hospitals. It was not considered significant by the study-maker to analyze the data from one hospital.

Several hospitals employed an associate director in place of an assistant director or as well as an assistant director. These administrators were included as one group in the study.

The purposes of the analysis were to describe the findings in the study and to examine the findings as set forth in the tabulations and tables. The pertinent literature was utilized to interpret the significant percentages of involvement of non-nursing functions performed by nurse administrators, and conclusions and recommendations were made from the data secured and prepared by the study-maker.

Responses of nurse administrators in the ninety-five hospitals with 101 to 200 hospital bed capacity were as follows:

| Nurse Administrators             | Number of Respondents |
|----------------------------------|-----------------------|
| Directors                        | 93                    |
| Associate or assistant directors | 46                    |
| Day supervisors                  | 92                    |
| Evening supervisors              | 83                    |
| Night supervisors                | 81                    |

Responses of nurse administrators in the forty-two hospitals with 201 to 300 hospital bed capacity were as follows:

| Nurse Administrators             | Number of Respondents |
|----------------------------------|-----------------------|
| Directors                        | 42                    |
| Associate or assistant directors | 48                    |
| Day supervisors                  | 65                    |
| Evening supervisors              | 42                    |
| Night supervisors                | 38                    |

Responses of nurse administrators in the twenty-nine hospitals with 301 to 400 hospital bed capacity were as follows:

| Nurse Administrators             | Number of Respondents |
|----------------------------------|-----------------------|
| Directors                        | 26                    |
| Associate or assistant directors | 33                    |
| Day supervisors                  | 40                    |
| Evening supervisors              | 32                    |
| Night supervisors                | 29                    |

The grouping was tabulated on master sheets according to the position of the nurse administrator and the bed capacity of the hospital (see Appendix E). The tables were prepared from the tabulations on the master sheets, and the percentages were calculated according to the data.

I. NON-NURSING FUNCTIONS PERFORMED BY THE DIRECTOR  
OF NURSING SERVICE IN HOSPITALS WITH  
101 TO 200 BED CAPACITY

Clerical Non-nursing Functions

Clerical work in making out or checking payroll.

As noted in Table IV, forty-four of the ninety-three directors who responded answered that they always, usually, or often had responsibility for performing this function. Forty-eight directors answered that they seldom or never performed this function. There was one director who did not answer this question.

Computing evening and night duty differential.

This function was compiling extra salary for evening and night duty. Twenty-five of the ninety-three directors who responded answered that they always, usually, or often had responsibility for performing this function. Sixty-five directors answered that they seldom or never performed this function. There were three directors who did not answer this question.

Clerical work in processing new employee forms.

Thirty-eight of the ninety-three directors who responded answered that they always, usually, or often had

TABLE IV

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF CLERICAL NON-NURSING FUNCTIONS PERFORMED BY DIRECTORS OF NURSING SERVICE IN NINETY-FIVE HOSPITALS WITH 101 TO 200 BED CAPACITY

| Clerical<br>Non-nursing Functions                            | No<br>Answer | Number of<br>Respondents | Always, Usually,<br>Often |            | Seldom,<br>Never |            |
|--|--------------|--------------------------|---------------------------|------------|------------------|------------|
|  |              |                          | Number                    | Percentage | Number           | Percentage |
| Making out or<br>checking payroll                            | 1            | 92                       | 44                        | 47.8       | 48               | 52.1       |
| Computing evening<br>and night duty<br>differential          | 3            | 90                       | 25                        | 27.7       | 65               | 72.2       |
| Processing new<br>employee forms                             | 1            | 92                       | 38                        | 41.3       | 54               | 58.7       |
| Processing terminal<br>employee forms and<br>payroll entries | 1            | 92                       | 37                        | 40.2       | 55               | 59.8       |
| Processing salary<br>increases                               | 1            | 92                       | 30                        | 32.6       | 62               | 67.4       |
| Processing salary<br>adjustments and<br>prorating salaries   | 1            | 92                       | 25                        | 27.2       | 67               | 72.8       |
| Typing or<br>mimeographing                                   | 1            | 92                       | 17                        | 18.5       | 75               | 81.5       |

responsibility for performing this function. Fifty-four directors answered that they seldom or never performed this function. There was one director who did not answer this question.

Clerical work in processing terminal employee forms and payroll entries. Thirty-seven of the ninety-three directors who responded answered that they always, usually, or often had responsibility for performing this function. Fifty-five directors answered that they seldom or never performed this function. There was one director who did not answer this question.

Clerical work in processing salary increases. This did not include selection or determination of who got salary increases. Thirty of the ninety-three directors who responded answered that they always, usually, or often had responsibility for performing this function. Sixty-two directors answered that they seldom or never performed this function. There was one director who did not answer this question.

Clerical work in processing salary adjustments and prorating salaries. Twenty-five of the ninety-three directors who responded answered that they always,

usually, or often had responsibility for performing this function. Sixty-seven directors answered that they seldom or never performed this function. There was one director who did not answer this question.

Typing and mimeographing. Seventeen of the ninety-three directors who responded answered that they always, usually, or often had responsibility for performing this function. Seventy-five directors answered that they seldom or never performed this function. There was one director who did not answer this question.

Summary of clerical non-nursing functions. As noted in Table IV (page 43), 47.8 per cent of the directors had responsibility for performing payroll functions. Forty-one per cent of the directors had responsibility for processing new employee forms. Forty per cent of the directors had responsibility for processing terminal employee forms and payroll entries. Thirty-two per cent had responsibility for processing salary increases. Twenty-seven per cent of the directors had responsibility for computing evening and night duty differential, processing salary adjustments, and prorating salaries. Eighty-one per cent seldom or never performed typing or mimeographing.

In the absence of a personnel department, someone is responsible for wage and salary administration to recommend and authorize salary and salary changes.<sup>1</sup> There is a tendency to exclude nursing personnel from the services rendered by the personnel department; this is mostly due to tradition and lack of understanding of the purposes of a personnel department.<sup>2</sup>

Bailey stated that business trends of the outside world do affect hospitals, and hospitals have failed to keep up with the pace set by industry.<sup>3</sup> The literature points out the need to evaluate present practices in clerical non-nursing functions performed by nurse administrators. The study indicates that nurse administrators do perform these non-nursing functions which should be the responsibility of other hospital personnel. It is important to state that nurse administrators do have to perform some non-nursing functions in an emergency.

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<sup>1</sup>Malcolm T. MacEachern, Hospital Organization and Management (Chicago: Physicians' Record Company, 1957), p. 549.

<sup>2</sup>Ibid., pp. 961-93.

<sup>3</sup>Norman D. Bailey, Hospital Personnel Administration (Chicago: Physicians' Record Company, 1954), p. 9.

Certain Departmental Non-  
nursing Functions

Housekeeping (excluding patient safety): checking cleanliness, procuring emergency janitorial service when housekeeping administrators are off duty. As noted in Table V, thirty-five of the ninety-three directors who responded answered that they always, usually, or often had responsibility for performing this function. Fifty-six directors answered that they seldom or never performed this function. There were two directors who did not answer this question.

Dietary: procuring and supervising food care when dietary department staff is off duty. Eighty-eight of the ninety-three directors who responded answered that they seldom or never performed this function.

Dispensing or procuring drugs when pharmacy is closed. Twenty-seven of the ninety-three directors who responded answered that they always, usually, or often had responsibility for performing this function. Sixty-six directors answered that they seldom or never performed this function.

TABLE V

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF CERTAIN DEPARTMENTAL NON-NURSING FUNCTIONS PERFORMED BY DIRECTORS OF NURSING SERVICE IN NINETY-FIVE HOSPITALS WITH 101 TO 200 BED CAPACITY

| Certain Departmental<br>Non-nursing Functions                     | No<br>Answer | Number of<br>Respondents | Always, Usually,<br>Often |            | Seldom,<br>Never |            |
|---|--------------|--------------------------|---------------------------|------------|------------------|------------|
|   |              |                          | Number                    | Percentage | Number           | Percentage |
| Housekeeping checking<br>cleanliness                              |              |                          |                           |            |                  |            |
| Procuring emergency<br>janitorial service                         | 2            | 91                       | 35                        | 38.5       | 56               | 61.5       |
| Dietary<br>Procuring and super-<br>vising food care               |              | 93                       | 5                         | 5.4        | 88               | 94.6       |
| Pharmacy<br>Dispensing or<br>procuring drugs                      |              | 93                       | 27                        | 29.0       | 66               | 71.0       |
| Laundry<br>Procuring linen<br>Checking shortages<br>and inventory |              | 93                       | 13                        | 14.0       | 80               | 86.0       |

Laundry: procuring linen, checking shortages, and inventory. Thirteen of the ninety-three directors who responded answered that they always, usually, or often had responsibility for performing this function. Eighty directors answered that they seldom or never performed this function.

Summary of certain departmental non-nursing functions. According to Table V (page 48), 38 per cent of the directors had responsibility for housekeeping functions. Sixty-one per cent did not perform this function. Ninety-four per cent of the ninety-three directors who responded did not have responsibility for performing dietary functions. Eighty-six per cent of the ninety-three directors who responded did not have responsibility for performing laundry functions. There was some responsibility for performing pharmacy functions. Twenty-nine per cent of the ninety-three directors who responded did perform this function, while 71 per cent seldom or never had pharmacy responsibilities.

The literature pointed out that it is of importance that nursing and housekeeping work together for good patient care; there must be a clear-cut division of duties,

otherwise, overlapping of duties will result.<sup>4</sup> In smaller hospitals the trend was apparent that there was some uneconomical use of highly qualified personnel.<sup>5</sup> Although cooperation is necessary as these two departments work together, there must be clear understanding of the assigned work and defined responsibilities to avoid confusion in direction of personnel.

With the growth of hospital drug inventories, the complexity of new drugs, and the cost of drugs to the patient, it is of concern that a legally qualified pharmacist be responsible at all times to dispense drugs.<sup>6</sup> It was apparent that directors in smaller hospitals had some responsibility for the pharmacy department. In most small hospitals, it has been the practice to expect nurse administrators to be responsible for the dispensing of drugs when the pharmacist was off duty.

#### Miscellaneous Non-nursing Functions

Checking in patients' valuables. As noted in Table VI, only eight of the ninety-three directors who

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<sup>4</sup>Neil McGinniss, "Nursing-Housekeeping," Hospitals, 33:56-60, March, 1959.

<sup>5</sup>Ibid.

<sup>6</sup>Robert R. Cadmus, "Evolution of the Hospital Pharmacy," Hospitals, 33:52-58, January, 1959.

TABLE VI

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF MISCELLANEOUS NON-NURSING FUNCTIONS PERFORMED BY DIRECTORS OF NURSING SERVICE IN NINETY-FIVE HOSPITALS WITH 101 TO 200 BED CAPACITY

| Miscellaneous Non-nursing Functions             | No Answer | Number of Respondents | Always, Usually Often |            | Seldom, Never |            |
|---|-----------|-----------------------|-----------------------|------------|---------------|------------|
|   |           |                       | Number                | Percentage | Number        | Percentage |
| Checking in patients' valuables                 |           | 93                    | 8                     | 8.6        | 85            | 91.4       |
| Checking on patients' clothing or clothing room | 1         | 92                    | 6                     | 6.5        | 86            | 93.5       |
| Consolidating hospital census reports           |           | 93                    | 22                    | 23.7       | 71            | 76.3       |
| Performing routine admission office functions   |           | 93                    | 5                     | 5.4        | 88            | 94.6       |
| Issuing passes to visitors                      | 1         | 92                    | 15                    | 16.3       | 77            | 83.7       |
| Locking and unlocking doors                     | 1         | 92                    | 19                    | 20.7       | 73            | 79.3       |
| Arranging and conducting hospital tours         |           | 93                    | 56                    | 60.2       | 37            | 39.8       |
| Conducting drill on use of fire extinguishers   |           | 93                    | 25                    | 26.9       | 68            | 73.1       |

responded answered that they always, usually, or often had responsibility for performing this function, while eighty-five directors answered that they seldom or never performed this function.

Checking on patients' clothing or clothing room.

Only six of the ninety-three directors who responded answered that they always, usually, or often had responsibility for performing this function, while eighty-six directors stated that they seldom or never performed this function. There was one director who did not answer this question.

Consolidating hospital census reports and delivering to admission office. Twenty-two of the ninety-three directors who responded answered that they always, usually, or often had responsibility for performing this function. Seventy-one directors answered that they seldom or never performed this function.

Performing routine admission office functions.

Only five of the ninety-three directors who responded answered that they always, usually, or often had responsibility for performing this function. Eighty-eight directors answered that they seldom or never performed this function.

Issuing passes to visitors. Fifteen of the ninety-three directors who responded answered that they always, usually, or often had responsibility for performing this function. Seventy-seven directors answered that they seldom or never performed this function.

Locking and unlocking doors when other departments are closed such as for meetings. Nineteen of the ninety-three directors who responded answered that they always, usually, or often had responsibility for performing this function. Seventy-three directors answered that they seldom or never performed this function. There was one director who did not answer this question.

Arranging and conducting hospital tours. Fifty-six of the ninety-three directors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty-seven directors answered that they seldom or never performed this function.

Conducting drill on use of fire extinguishers. Twenty-five of the ninety-three directors who responded answered that they always, usually, or often had responsibility for performing this function. Sixty-eight directors

answered that they seldom or never performed this function.

Summary of miscellaneous non-nursing functions.

According to Table VI (page 51), 91 per cent of the directors who responded seldom or never had responsibility for patients' valuables, and 93 per cent seldom or never had responsibility for patients' clothing. With few exceptions (8.6 per cent and 6 per cent), the directors were not expected to perform functions related to the patients' personal property. About 24 per cent of the directors had responsibility for consolidating hospital census reports. About 95 per cent of the directors who responded indicated that they had little responsibility for admission office functions. Sixteen per cent of the directors had responsibility for issuing passes to visitors, while 83.7 per cent had no responsibility for this function. Approximately 21 per cent of the directors who responded had responsibility for locking and unlocking doors. Seventy-nine per cent did not perform this function. Sixty per cent of the directors had responsibility for arranging and conducting hospital tours. About 27 per cent of the directors who responded had responsibility for drill on use of fire extinguishers.

Duties and responsibilities of the admitting department of the hospital require that the personnel in this department be responsible for the hospital census reports. According to MacEachern, the various functions of this department include admission and discharge lists prepared and sent to the administrator of the hospital and the director of nursing service.<sup>7</sup> It would seem that this was a traditional function for directors and might be performed by a non-professional worker.

The psychological needs of the newly admitted patient must not be considered as a routine problem. Ideally, it would be a great contribution to the total care of the patient if a professional nurse were available to greet the patient on admission to the hospital. "The patient must always be considered first. He must never be placed on the assembly line."<sup>8</sup> The admitting office has been described as the heart of the hospital. It has an important function in public relations and the alleviation of anxiety among relatives and friends. It is here that the patient forms his first impression of the hospital.<sup>9</sup>

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<sup>7</sup>MacEachern, op. cit., pp. 129-30.

<sup>8</sup>Frances L. George and Ruth P. Kuehn, Patterns of Patient Care (New York: The Macmillan Company, 1955), p. 168.

<sup>9</sup>MacEachern, op. cit., pp. 125-26.

In view of the need to educate the public, to recruit individuals into the health fields, and to foster and maintain community interest in the hospital, it is essential to plan and conduct hospital tours. MacEachern stated that thoroughly trained guides should be available for this function. Enlightening information may be given by heads of departments as visitors observe the specialized areas in operation.<sup>10</sup> The use of volunteer guides has been most helpful as a public relations service. Visitors develop a sense of security about the patient's welfare. Apprehension about entering as a patient has been relieved. Volunteer guides can be trained to interpret the complex operation of a hospital.<sup>11</sup>

The literature did not reveal any specific responsibilities for locking or unlocking doors when other departments are closed, such as for meetings. In most hospitals, a janitor is on duty who may perform this function. If a night watchman is employed or a building maintenance employee is available, it might be helpful to have one of these employees oriented to perform this function.

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<sup>10</sup>Ibid., p. 1103.

<sup>11</sup>Theodore F. Armstrong, "Guided Tours Lead to Public Understanding," The Modern Hospital, 90:77-79, June, 1958.

It is of importance to mention that recruitment in nursing programs requires the help and cooperation of nursing service in the explanation and interpretation of nursing.

With the exception of arranging and conducting hospital tours, consolidating hospital census reports, and conducting drill on use of fire extinguishers, the directors of nursing service were not significantly involved in performing the miscellaneous non-nursing functions.

II. NON-NURSING FUNCTIONS PERFORMED BY THE DIRECTOR  
OF NURSING SERVICE IN HOSPITALS WITH  
201 TO 300 BED CAPACITY

Clerical Non-nursing Functions

Clerical work in making out or checking payroll.

As noted in Table VII, fourteen of the forty-two directors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-eight directors answered that they seldom or never performed this function.

Computing evening and night duty differential. Ten of the forty-two directors who responded answered that they always, usually, or often had responsibility for

TABLE VII

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF CLERICAL NON-NURSING FUNCTIONS PERFORMED BY DIRECTORS OF NURSING SERVICE IN FORTY-TWO HOSPITALS WITH 201 TO 300 BED CAPACITY

| Clerical<br>Non-Nursing Functions                            | No<br>Answer | Number of<br>Respondents | Always, Usually,<br>Often |            | Seldom,<br>Never |            |
|--|--------------|--------------------------|---------------------------|------------|------------------|------------|
|  |              |                          | Number                    | Percentage | Number           | Percentage |
| Making out or<br>checking payroll                            |              | 42                       | 14                        | 33.3       | 28               | 66.6       |
| Computing evening and<br>night duty differ-<br>ential        | 1            | 41                       | 10                        | 24.4       | 31               | 75.6       |
| Processing new<br>employee forms                             | 1            | 41                       | 13                        | 31.7       | 28               | 68.3       |
| Processing terminal<br>employee forms and<br>payroll entries | 2            | 40                       | 15                        | 37.5       | 25               | 62.5       |
| Processing salary<br>increases                               |              | 42                       | 12                        | 28.6       | 30               | 71.4       |
| Processing salary<br>adjustments and<br>prorating salaries   | 1            | 41                       | 11                        | 26.8       | 30               | 73.2       |
| Typing or<br>mimeographing                                   |              | 42                       | 8                         | 19.0       | 34               | 81.0       |

performing this function. Thirty-one directors answered that they seldom or never performed this function. There was one director who did not answer this question.

Clerical work in processing new employee forms.

Thirteen of the forty-two directors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-eight directors answered that they seldom or never performed this function. There was one director who did not answer this question.

Clerical work in processing terminal employee

forms and payroll entries. Fifteen of the forty-two directors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-five directors answered that they seldom or never performed this function. There were two directors who did not answer this question.

Clerical work in processing salary increases.

This did not include selection or determination of who got salary increases. Twelve of the forty-two directors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty directors answered that they seldom or never performed this function.

Clerical work in processing salary adjustments and prorating salaries. Eleven of the forty-two directors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty directors answered that they seldom or never performed this function. There was one director who did not answer this question.

Typing and mimeographing. Eight of the forty-two directors who responded answered that they always, usually, or often performed this function. Thirty-four directors answered that they seldom or never performed this function.

Summary of clerical non-nursing functions. According to Table VII (page 58), the director of nursing service still maintained considerable responsibility for the performance of clerical non-nursing functions. Thirty-three per cent of directors in hospitals with 201 to 300 bed capacity were responsible for payroll functions. Thirty-seven per cent of the directors were responsible for the processing of terminal employee forms and payroll entries. Eighty-one per cent had little or no responsibility for performing typing or mimeographing.

In comparison with Table IV (page 43), the responsibility for performing clerical non-nursing functions was reduced as the hospitals increased in size from 101 to 200 bed capacity to 201 to 300 bed capacity.

Certain Departmental Non-  
nursing Functions

Housekeeping (excluding patient safety): checking cleanliness, procuring emergency janitorial service when housekeeping administrators are off duty. As noted in Table VIII, four of the forty-two directors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty-eight directors answered that they seldom or never performed this function.

Dietary: procuring and supervising food care when dietary department staff is off duty. Forty-one of the forty-two directors who responded answered that they seldom or never had responsibility for performing this function.

Dispensing or procuring drugs when pharmacy is closed. Seven of the forty-two directors who responded

TABLE VIII

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF CERTAIN DEPARTMENTAL NON-NURSING FUNCTIONS PERFORMED BY DIRECTORS OF NURSING SERVICE IN FORTY-TWO HOSPITALS WITH 201 TO 300 BED CAPACITY

| Certain Departmental<br>Non-nursing Functions                      | No<br>Answer | Number of<br>Respondents | Always, Usually,<br>Often |            | Seldom,<br>Never |            |
|--|--------------|--------------------------|---------------------------|------------|------------------|------------|
|  |              |                          | Number                    | Percentage | Number           | Percentage |
| Housekeeping<br>Checking cleanliness                               |              | 42                       | 4                         | 9.5        | 38               | 90.4       |
| Procuring emergency<br>janitorial service                          |              | 42                       | 1                         | 2.4        | 41               | 97.6       |
| Dietary<br>Procuring and super-<br>vising food care                |              | 42                       | 7                         | 16.7       | 35               | 83.3       |
| Pharmacy<br>Dispensing or<br>procuring drugs                       |              | 40                       | 2                         | 5.0        | 38               | 95.0       |
| Laundry<br>Procuring linen,<br>checking shortages<br>and inventory | 2            |                          |                           |            |                  |            |

answered that they always, usually, or often had responsibility for performing this function. Thirty-five directors answered that they seldom or never performed this function.

Laundry: procuring linen, checking shortages, and inventory. Thirty-eight of the forty-two directors who responded answered that they seldom or never had responsibility for performing this function. There were two directors who did not answer this question.

Summary of certain departmental non-nursing functions. According to Table VIII (page 62), directors of nursing service were not significantly involved in performing non-nursing functions for the certain departments in the study. Ninety per cent of the forty-two directors who responded were not expected to perform housekeeping functions. About 97 per cent were not expected to perform dietary functions. Although 16.7 per cent were responsible for performing pharmacy functions, 95 per cent had no responsibility for performing laundry functions.

In comparison with Table V (page 48), the director of nursing service had greater responsibilities in performing departmental non-nursing functions in hospitals

with 101 to 200 bed capacity than were evident in hospitals with 201 to 300 bed capacity.

Although labor will continue to be one of the most important elements in the operation of the dietary department, the design of the food service has been greatly improved over the past years.<sup>12</sup> The findings indicate that the dietary functions in hospitals with 201 to 300 bed capacity were clearly defined regarding departmental responsibility.

With the exception of the pharmacy department, only a very small percentage of the directors of nursing service in hospitals with 201 to 300 bed capacity were expected to perform non-nursing functions as noted in Table VIII (page 62).

#### Miscellaneous Non-nursing Functions

Checking in patients' valuables. As noted in Table IX, forty of the forty-two directors who responded answered that they seldom or never had responsibility for performing this function.

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<sup>12</sup>Christine R. Pensinger, "How to Plan for Efficient Food Service," The Modern Hospital, 92:130-32, April, 1959.

TABLE IX

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF MISCELLANEOUS NON-NURSING FUNCTIONS PERFORMED BY DIRECTORS OF NURSING SERVICE IN FORTY-TWO HOSPITALS WITH 201 TO 300 BED CAPACITY

| Miscellaneous Non-nursing Functions             | No Answer | Number of Respondents | Always, Usually, Often |            | Seldom, Never |            |
|---|-----------|-----------------------|------------------------|------------|---------------|------------|
|   |           |                       | Number                 | Percentage | Number        | Percentage |
| Checking in patients' valuables                 |           | 42                    | 2                      | 4.8        | 40            | 95.2       |
| Checking on patients' clothing or clothing room |           | 42                    | 1                      | 2.4        | 41            | 97.6       |
| Consolidating hospital census reports           |           | 42                    | 3                      | 7.1        | 39            | 92.9       |
| Performing routine admission office functions   |           | 42                    | 1                      | 2.4        | 41            | 97.6       |
| Issuing passes to visitors                      |           | 42                    | 4                      | 9.5        | 38            | 90.5       |
| Locking and unlocking doors                     |           | 42                    | 1                      | 2.4        | 41            | 97.6       |
| Arranging and conducting hospital tours         |           | 42                    | 17                     | 40.5       | 25            | 59.5       |
| Conducting drill on use of fire extinguishers   | 1         | 41                    | 5                      | 12.2       | 36            | 87.8       |

Checking on patients' clothing or clothing room.

Forty-one of the forty-two directors who responded answered that they seldom or never had responsibility for performing this function.

Consolidating census reports and delivering to admission office. Thirty-nine of the forty-two directors who responded answered that they seldom or never had responsibility for performing this function.

Performing routine admission office functions.

Forty-one of the forty-two directors who responded answered that they seldom or never had responsibility for performing this function.

Issuing passes to visitors. Four of the forty-two directors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty-eight directors answered that they seldom or never performed this function.

Locking and unlocking doors when other departments are closed such as for meetings. Forty-one of the forty-two directors answered that they seldom or never had responsibility for performing this function.

Arranging and conducting hospital tours. Seventeen of the forty-two directors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-five directors answered that they seldom or never performed this function.

Conducting drill on use of fire extinguishers. Five of the forty-two directors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty-six directors answered that they seldom or never performed this function. There was one director who did not answer this question.

Summary of miscellaneous non-nursing functions. Table IX (page 65) shows that with the exception of responsibilities for arranging and conducting hospital tours and conducting drills on use of fire extinguishers, only a very small percentage of the directors of nursing service in the forty-two hospitals with 201 to 300 bed capacity had responsibility for performing the non-nursing functions in the miscellaneous group. Forty per cent of the forty-two directors who responded did have responsibility for arranging and conducting hospital tours. Twelve per cent of the forty-one directors who responded did have

responsibility for conducting drill on use of fire extinguishers.

III. NON-NURSING FUNCTIONS PERFORMED BY THE DIRECTOR  
OF NURSING SERVICE IN HOSPITALS WITH  
301 TO 400 BED CAPACITY

Clerical Non-nursing Functions

Clerical work in making out or checking payroll.

As noted in Table X, eight of the twenty-six directors who responded answered that they always, usually, or often had responsibility for performing this function. Eighteen directors answered that they seldom or never performed this function.

Computing evening and night duty differential. This function was compiling extra salary for evening and night duty. Twenty-four of the twenty-six directors who responded answered that they seldom or never had responsibility for performing this function.

Clerical work in processing new employee forms.

Twenty-two of the twenty-six directors who responded answered that they seldom or never had responsibility for this function.

TABLE X

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF CLERICAL NON-NURSING FUNCTIONS PERFORMED BY DIRECTORS OF NURSING SERVICE IN TWENTY-NINE HOSPITALS WITH 301 TO 400 BED CAPACITY

| Clerical<br>Non-nursing Functions                            | No<br>Answer | Number of<br>Respondents | Always, Usually<br>Often |            | Seldom,<br>Never |            |
|--|--------------|--------------------------|--------------------------|------------|------------------|------------|
|  |              |                          | Number                   | Percentage | Number           | Percentage |
| Making out or<br>checking payroll                            |              | 26                       | 8                        | 30.8       | 18               | 69.2       |
| Computing evening and<br>night duty differ-<br>ential        |              | 26                       | 2                        | 7.7        | 24               | 92.3       |
| Processing new<br>employee forms                             |              | 26                       | 4                        | 15.4       | 22               | 84.6       |
| Processing terminal<br>employee forms and<br>payroll entries |              | 26                       | 5                        | 19.2       | 21               | 80.8       |
| Processing salary<br>increases                               |              | 26                       | 5                        | 19.2       | 21               | 80.8       |
| Processing salary<br>adjustments and<br>prorating salaries   | 1            | 25                       | 2                        | 8.0        | 23               | 92.0       |
| Typing or<br>mimeographing                                   | 1            | 25                       | 2                        | 8.0        | 23               | 92.0       |

Clerical work in processing terminal employee forms and payroll entries. Five of the twenty-six directors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-one directors answered that they seldom or never performed this function.

Clerical work in processing salary increases. This did not include selection or determination of who got salary increases. Five of the twenty-six directors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-one directors answered that they seldom or never performed this function.

Clerical work in processing salary adjustments and prorating salaries. Twenty-three of the twenty-six directors who responded answered that they seldom or never performed this function. There was one director who did not answer this question.

Typing or mimeographing. Twenty-three of the twenty-six directors who responded answered that they seldom or never performed this function. There was one director who did not answer this question.

Summary of clerical non-nursing functions. According to Table X (page 69), 30.8 per cent of the twenty-six directors who responded had responsibility for performing payroll functions; 69.2 per cent of the directors did not have responsibility for performing payroll functions. Fifteen per cent of the directors had responsibility for processing new employee forms. Nineteen per cent of the directors had responsibility for processing terminal employee forms and payroll entries and for processing salary increases. Ninety-two per cent did not compute evening and night duty differential, process salary adjustments, prorate salaries, or do typing or mimeographing.

It was again noted that, in comparison with Table VII (page 58), the performance of clerical non-nursing functions performed by directors of nursing service decreased as the size of the hospitals increased.

Certain Departmental Non-nursing Functions

Housekeeping (excluding patient safety): checking cleanliness, procuring emergency janitorial services when housekeeping administrators are off duty. As noted in Table XI, twenty-two of the twenty-six directors who

TABLE XI

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF CERTAIN DEPARTMENTAL NON-NURSING FUNCTIONS PERFORMED BY DIRECTORS OF NURSING SERVICE IN TWENTY-NINE HOSPITALS WITH 301 TO 400 BED CAPACITY

| Certain Departmental<br>Non-nursing Functions                     | No<br>Answer | Number of<br>Respondents | Always, Usually,<br>Often |            | Seldom,<br>Never |            |
|---|--------------|--------------------------|---------------------------|------------|------------------|------------|
|   |              |                          | Number                    | Percentage | Number           | Percentage |
| Housekeeping<br>Checking cleanliness                              |              | 26                       | 4                         | 15.4       | 22               | 84.6       |
| Procuring emergency<br>janitorial service                         |              |                          |                           |            |                  |            |
| Dietary<br>Procuring and super-<br>vising food care               | 1            | 25                       | 0                         | 0          | 25               | 100.0      |
| Pharmacy<br>Dispensing or<br>procuring drugs                      |              | 26                       | 1                         | 3.8        | 25               | 96.2       |
| Laundry<br>Procuring linen<br>Checking shortages<br>and inventory |              | 26                       | 0                         | 0          | 26               | 100.0      |

responded answered that they seldom or never had responsibility for performing this function.

Dietary: procuring and supervising food care when dietary department staff is off duty. Twenty-five of the twenty-six directors who responded answered that they seldom or never had responsibility for performing this function. There was one director who did not answer this question.

Dispensing or procuring drugs when pharmacy is closed. Twenty-five of the twenty-six directors who responded answered that they seldom or never had responsibility for performing this function.

Laundry: procuring linen, checking shortages, and inventory. The twenty-six directors who responded answered that they seldom or never had responsibility for performing this function.

Summary of certain departmental non-nursing functions. According to Table XI (page 72), only 15 per cent of the directors who responded had responsibility for performing housekeeping functions. It was again apparent in the study that, as the hospitals increased in size, the responsibilities for functions performed by directors for

other departments were relinquished. Ninety-two per cent of the directors did not routinely perform pharmacy functions when the pharmacist was off duty, and none of the directors performed dietary or laundry functions.

#### Miscellaneous Non-nursing Functions

Checking in patients' valuables. As noted in Table XII, all of the twenty-five directors who responded answered that they seldom or never performed this function. There was one director who did not answer this question.

Checking on patients' clothing or clothing room. Twenty-five of the twenty-six directors who responded answered that they seldom or never had responsibility for performing this function.

Consolidating hospital census reports and delivering to admission office. All of the twenty-six directors who responded answered that they seldom or never performed this function.

Performing routine admission office functions. All of the twenty-six directors who responded answered that they seldom or never performed this function.

TABLE XII

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF MISCELLANEOUS NON-NURSING FUNCTIONS PERFORMED BY DIRECTORS OF NURSING SERVICE IN TWENTY-NINE HOSPITALS WITH 301 TO 400 BED CAPACITY

| Miscellaneous Non-nursing Functions             | No Answer | Number of Respondents | Always, Usually Often |            | Seldom, Never |            |
|---|-----------|-----------------------|-----------------------|------------|---------------|------------|
|   |           |                       | Number                | Percentage | Number        | Percentage |
| Checking in patients' valuables                 | 1         | 25                    | 0                     | 0          | 25            | 100.0      |
| Checking on patients' clothing or clothing room |           | 26                    | 1                     | 3.8        | 25            | 96.2       |
| Consolidating hospital census reports           |           | 26                    | 0                     | 0          | 26            | 100.0      |
| Performing routine admission office functions   |           | 26                    | 0                     | 0          | 26            | 100.0      |
| Issuing passes to visitors                      |           | 26                    | 3                     | 11.5       | 23            | 88.5       |
| Locking and unlocking doors                     |           | 26                    | 2                     | 7.7        | 24            | 92.3       |
| Arranging and conducting tours                  |           | 26                    | 11                    | 42.3       | 15            | 57.7       |
| Conducting drill on use of fire extinguishers   |           | 26                    | 4                     | 15.4       | 22            | 84.6       |

Issuing passes to visitors. Twenty-three of the twenty-six directors who responded answered that they seldom or never had responsibility for performing this function.

Locking and unlocking doors when other departments are closed such as for meetings. Twenty-four of the twenty-six directors who responded answered that they seldom or never had responsibility for performing this function.

Arranging and conducting hospital tours. Eleven of the twenty-six directors who responded answered that they always, usually, or often had responsibility for performing this function. Fifteen directors answered that they seldom or never performed this function.

Conducting drill on use of fire extinguishers. Four of the twenty-six directors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-two directors answered that they seldom or never performed this function.

Summary of miscellaneous non-nursing functions. According to Table XII (page 75), 11 per cent of the directors had responsibility for issuing passes to

visitors. Forty-two per cent of the directors had responsibility for arranging and conducting tours, and 15 per cent had responsibility for conducting drill on use of fire extinguishers. In the other areas of miscellaneous non-nursing functions, directors had little or no responsibility. It was previously mentioned in the study regarding hospital tours that, although this function is very important in providing good public relations and relaying the message of the purpose of the hospital to interested parties and in recruiting individuals into the health field, it is possible to train competent volunteer guides for this purpose. According to the study, directors of nursing service were presently expected to maintain considerable responsibility for this function.

#### IV. SUMMARY

The findings would indicate that directors of nursing service do have responsibilities for performing non-nursing functions, but several indices revealed that the majority were not involved in these functions. It is indicated in the tables that as the hospitals increased in size the bed capacity of the hospital had some influence on the decrease in the performance of these functions. With the exception of the functions related to pharmacy,

initiating employee forms, salaries, and payroll activities, a very small percentage of the directors were responsible for the other non-nursing functions. Analysis of the data also indicated that, to lesser extent, the responsibilities of the director did extend into functions performed by housekeeping, dietary, and laundry. There was minimal involvement in the dietary functions. Only a small percentage of the directors of nursing service were involved in performing the miscellaneous non-nursing functions, and this decreased to minimal involvement as the hospitals grew in bed capacity. The most significant area of involvement in the miscellaneous non-nursing functions was arranging and conducting hospital tours. This function has been traditionally cherished by nurses because of a sense of pride in the hospital and the nursing profession.

V. NON-NURSING FUNCTIONS PERFORMED BY THE ASSOCIATE  
OR ASSISTANT DIRECTOR OF NURSING SERVICE IN  
HOSPITALS WITH 101 TO 200 BED CAPACITY

Clerical Non-nursing Functions

Clerical work in making out or checking payroll.

As noted in Table XIII, nineteen of the forty-six associate or assistant directors who responded answered that

they always, usually, or often had responsibility for performing this function. Twenty-five of the associate or assistant directors who responded answered that they seldom or never performed this function. There were two nurse administrators who did not answer this question.

Computing evening and night duty differential.

Forty-one of the forty-six associate or assistant directors who responded answered that they seldom or never performed this function. There were three nurse administrators who did not answer this question.

Clerical work in processing new employee forms.

Seventeen of the forty-six associate or assistant directors who responded answered that they always, usually, or often has responsibility for performing this function. Twenty-seven of the associate or assistant directors who responded answered that they seldom or never performed this function. There were two nurse administrators who did not answer this question.

Clerical work in processing terminal employee forms and payroll entries. Fifteen of the forty-six associate or assistant directors who responded answered that they always, usually, or often had responsibility for

TABLE XIII

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF CLERICAL NON-NURSING FUNCTIONS PERFORMED BY ASSOCIATE OR ASSISTANT DIRECTORS OF NURSING SERVICE IN NINETY-FIVE HOSPITALS WITH 101 TO 200 BED CAPACITY

| Clerical<br>Non-nursing Functions                            | No<br>Answer | Number of<br>Respondents | Always, Usually<br>Often |            | Seldom,<br>Never |            |
|--|--------------|--------------------------|--------------------------|------------|------------------|------------|
|  |              |                          | Number                   | Percentage | Number           | Percentage |
| Making out or<br>checking payroll                            | 2            | 44                       | 19                       | 43.2       | 25               | 56.8       |
| Computing evening and<br>night duty differ-<br>ential        | 3            | 43                       | 2                        | 4.7        | 41               | 95.3       |
| Processing new<br>employee forms                             | 2            | 44                       | 17                       | 38.6       | 27               | 61.4       |
| Processing terminal<br>employee forms and<br>payroll entries | 2            | 44                       | 15                       | 34.1       | 29               | 65.9       |
| Processing salary<br>increases                               | 2            | 44                       | 6                        | 13.6       | 38               | 86.4       |
| Processing salary<br>adjustments and<br>prorating salaries   | 3            | 43                       | 7                        | 16.3       | 36               | 83.7       |
| Typing or<br>mimeographing                                   | 2            | 44                       | 13                       | 29.5       | 31               | 70.5       |

performing this function. Twenty-nine of the associate or assistant directors who responded answered that they seldom or never performed this function. There were two nurse administrators who did not respond.

Clerical work in processing salary increases. This did not include selection or determination of who got salary increases. Six of the forty-six associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty-eight of the associate or assistant directors who responded answered that they seldom or never performed this function. There were two nurse administrators who did not answer this question.

Clerical work in processing salary adjustments and prorating salaries. Seven of the forty-six associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty-six of the associate or assistant directors who responded answered that they seldom or never performed this function. There were three nurse administrators who did not answer this question.

Typing or mimeographing. Thirteen of the forty-six associate or assistant directors who responded answered

that they always, usually, or often had responsibility for performing this function. Thirty-one of the associate or assistant directors who responded answered that they seldom or never performed this function. There were two nurse administrators who did not answer this question.

Summary of clerical non-nursing functions. As noted in Table XIII (page 79), 43 per cent of the associate or assistant directors performed functions related to payroll. Also pertaining to payroll functions were the processing of new employee forms (38.6 per cent) and processing terminal employee forms and payroll entries (34 per cent). Twenty-nine per cent of the assistant or associate directors performed typing and mimeographing. Ninety-five per cent were not expected to compute evening and night duty differential salary.

Responsibilities in the administration of nursing service include a working knowledge of a fair, equitable wage scale of going rates in the community.<sup>13</sup> Nurse administrators need to know the general schedule of wage administration and its relation to working hours.<sup>14</sup> These

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<sup>13</sup>John R. McGibony, Principles of Hospital Administration (New York: G. P. Putnam's Sons, 1952), pp. 217-25.

<sup>14</sup>Ibid.

factors affect the stable staffing pattern of the hospital. John McGibony also stated that the primary purpose of the nursing service is to render safe, effective, comprehensive, and well-organized nursing care to patients.<sup>15</sup>

The findings would seem to indicate that the associate or assistant director did spend a considerable amount of her time in performing clerical functions which included wage and salary administration.

Certain Departmental Non-  
nursing Functions

Housekeeping (excluding patient safety): checking cleanliness, procuring emergency janitorial service when housekeeping administrators are off duty. As noted in Table XIV, twelve of the forty-six associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty-three of the associate or assistant directors responded that they seldom or never performed this function. There was one nurse administrator who did not answer this question.

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<sup>15</sup>Ibid., p. 393.

Dietary: procuring and supervising food care when dietary department staff is off duty. Forty-three of the forty-six associate or assistant directors who responded answered that they seldom or never performed this function. There were two nurse administrators who did not answer this question.

Dispensing or procuring drugs when pharmacy is closed. Twenty-three of the forty-six associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-three of the associate or assistant directors who responded answered that they seldom or never performed this function.

Laundry: procuring linen, checking shortages, and inventory. Eight of the forty-six associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty-eight of the associate or assistant directors who responded answered that they seldom or never performed this function.

Summary of certain departmental non-nursing functions. According to Table XIV (page 84), 26.7 per cent of the associate or assistant directors performed housekeeping

TABLE XIV

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF CERTAIN DEPARTMENTAL NON-NURSING FUNCTIONS PERFORMED BY ASSOCIATE OR ASSISTANT DIRECTORS OF NURSING SERVICE IN NINETY-FIVE HOSPITALS WITH 101 TO 200 BED CAPACITY

| Certain Departmental<br>Non-nursing Functions | No<br>Answer | Number of<br>Respondents | Always, Usually<br>Often |            | Seldom,<br>Never |            |
|---|--------------|--------------------------|--------------------------|------------|------------------|------------|
|   |              |                          | Number                   | Percentage | Number           | Percentage |
| Housekeeping                                  |              |                          |                          |            |                  |            |
| Checking cleanliness                          |              |                          |                          |            |                  |            |
| Procuring emergency<br>janitorial service     | 1            | 45                       | 12                       | 26.7       | 33               | 73.3       |
| Dietary                                       |              |                          |                          |            |                  |            |
| Procuring and super-<br>vising food care      | 2            | 44                       | 1                        | 2.3        | 43               | 97.7       |
| Pharmacy                                      |              |                          |                          |            |                  |            |
| Dispensing or<br>procuring drugs              |              | 46                       | 23                       | 50.0       | 23               | 50.0       |
| Laundry                                       |              |                          |                          |            |                  |            |
| Procuring linen                               |              |                          |                          |            |                  |            |
| Checking shortages<br>and inventory           |              | 46                       | 8                        | 17.4       | 38               | 82.6       |

functions, while 73 per cent had little or no responsibilities for housekeeping functions. Fifty per cent of these nurse administrators had responsibilities for performing pharmacy functions. The housekeeping department is responsible for setting up its own program of work, posting activities and time of performance of duties. When the work is clearly defined, the expectations of other departments are met.<sup>16</sup> It has been suggested by John Zugich and Joe Vance that the pharmacy should keep abreast of changing developments and staff demands.<sup>17</sup> It was also mentioned that the pharmacist should dispense drugs.<sup>18</sup> For the safety of the patient, the nurse, and the hospital, it would seem advisable that drugs should be dispensed by a member of the pharmacy staff. It would seem that this was a considerable expenditure of time and that it cut down the availability of the nurse administrator for nursing administration.

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<sup>16</sup> Anne Vestal, "Organizing Housekeeping Tasks," Hospital Progress, 37:112, March, 1956.

<sup>17</sup> John Zugich and Joe Vance, "Fixing Responsibility for Drug Service," Hospitals, 30:70-73, July, 1956.

<sup>18</sup> Ibid.

### Miscellaneous Non-nursing Functions

Checking in patients' valuables. As noted in Table XV, four of the forty-six associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Forty-one of the associate or assistant directors who responded answered that they seldom or never performed this function. There was one nurse administrator who did not answer this question.

Checking on patients' clothing or clothing room. Seven of the forty-six associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty-eight of the associate or assistant directors who responded answered that they seldom or never performed this function. There was one nurse administrator who did not answer this question.

Consolidating hospital census reports and delivering to admission office. Eleven of the forty-six associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty-five of the associate or

TABLE XV

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF MISCELLANEOUS NON-NURSING FUNCTIONS PERFORMED BY ASSOCIATE OR ASSISTANT DIRECTORS OF NURSING SERVICE IN NINETY-FIVE HOSPITALS WITH 101 TO 200 BED CAPACITY

| Miscellaneous Non-nursing Functions             | No Answer | Number of Respondents | Always, Usually, Often |            | Seldom, Never |            |
|---|-----------|-----------------------|------------------------|------------|---------------|------------|
|   |           |                       | Number                 | Percentage | Number        | Percentage |
| Checking in patients' valuables                 | 1         | 45                    | 4                      | 8.9        | 41            | 91.1       |
| Checking on patients' clothing or clothing room | 1         | 45                    | 7                      | 15.6       | 38            | 84.4       |
| Consolidating hospital census report            |           | 46                    | 11                     | 23.9       | 35            | 76.1       |
| Performing routine admission office functions   | 1         | 45                    | 8                      | 17.8       | 37            | 82.2       |
| Issuing passes to visitors                      | 1         | 45                    | 9                      | 20.0       | 36            | 80.0       |
| Locking and unlocking doors                     |           | 46                    | 12                     | 26.1       | 34            | 73.9       |
| Arranging and conducting hospital tours         |           | 46                    | 18                     | 39.1       | 28            | 60.9       |
| Conducting drill on use of fire extinguishers   |           | 46                    | 7                      | 15.2       | 39            | 84.8       |

assistant directors who responded answered that they seldom or never performed this function.

Performing routine admission office functions.

Eight of the forty-six associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty-seven of the associate or assistant directors who responded answered that they seldom or never performed this function. There was one nurse administrator who did not answer this question.

Issuing passes to visitors. Nine of the forty-six associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty-six of the associate or assistant directors who responded answered that they seldom or never performed this function. There was one nurse administrator who did not answer this question.

Locking and unlocking doors when other departments are closed such as for meetings. Twelve of the forty-six associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty-four of the associate or

assistant directors who responded answered that they seldom or never performed this function.

Arranging and conducting hospital tours. Eighteen of the forty-eight associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-eight of the associate or assistant directors who responded answered that they seldom or never performed this function.

Conducting drill on use of fire extinguishers. Seven of the forty-six associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty-nine of the associate or assistant directors who responded answered that they seldom or never performed this function.

Summary of miscellaneous non-nursing functions. According to Table XV (page 88), 91 per cent of the associate or assistant directors had little or no responsibility for checking in patients' valuables. Twenty-six per cent of the associate or assistant directors had responsibility for locking and unlocking doors when other

departments were closed, such as for meetings. As mentioned earlier in the study, the literature did not reveal where this responsibility belongs. About 24 per cent of the associate or assistant directors had responsibility for consolidating hospital census reports. Thirty-nine per cent of the associate or assistant directors were responsible for arranging and conducting hospital tours.

An important assumption made by the investigator in one hospital study was that "hospital personnel frequently perform functions below their skill"<sup>19</sup> and hospital personnel should have maximum opportunity to utilize talents and skills possessed.<sup>20</sup> The findings would indicate that the associate or assistant director had some responsibility for performing the non-nursing functions as listed in Table XV (page 88), and it might be assumed that the nurse administrators who were expected to perform these functions were hindered in performance of full professional capacity.

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<sup>19</sup>Marion J. Wright, Improvement of Patient Care (New York: G. P. Putnam's Sons, 1954), p. 24.

<sup>20</sup>Ibid.

VI. NON-NURSING FUNCTIONS PERFORMED BY THE ASSOCIATE  
OR ASSISTANT DIRECTOR OF NURSING SERVICE IN  
HOSPITALS WITH 201 TO 300 BED CAPACITY

Clerical Non-nursing Functions

Clerical work in making out or checking payroll.

As noted in Table XVI, twenty-one of the forty-eight associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-seven of the associate or assistant directors who responded answered that they seldom or never performed this function.

Computing evening and night duty differential.

Nine of the forty-eight associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty-seven of the associate or assistant directors who responded answered that they seldom or never performed this function. There were two nurse administrators who did not answer this question.

Processing new employee forms. Thirteen of the forty-eight associate or assistant directors who responded answered that they always, usually, or often had

TABLE XVI

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF CLERICAL NON-NURSING FUNCTIONS PERFORMED BY ASSOCIATE OR ASSISTANT DIRECTORS OF NURSING SERVICE IN FORTY-TWO HOSPITALS WITH 201 TO 300 BED CAPACITY

| Clerical<br>Non-nursing Functions                            | No<br>Answer | Number of<br>Respondents | Always, Usually,<br>Often |            | Seldom,<br>Never |            |
|--|--------------|--------------------------|---------------------------|------------|------------------|------------|
|  |              |                          | Number                    | Percentage | Number           | Percentage |
| Making out or<br>checking payroll                            |              | 48                       | 21                        | 43.7       | 27               | 56.3       |
| Computing evening and<br>night duty differ-<br>ential        | 2            | 46                       | 9                         | 19.6       | 37               | 80.4       |
| Processing new<br>employee forms                             |              | 48                       | 13                        | 27.1       | 35               | 72.9       |
| Processing terminal<br>employee forms and<br>payroll entries |              | 48                       | 13                        | 27.1       | 35               | 72.9       |
| Processing salary<br>increases                               |              | 48                       | 7                         | 14.6       | 41               | 85.4       |
| Processing salary<br>adjustments and<br>prorating salaries   | 1            | 47                       | 5                         | 10.6       | 42               | 89.4       |
| Typing or<br>mimeographing                                   |              | 48                       | 7                         | 14.6       | 41               | 85.4       |

responsibility for performing this function. Thirty-five of the associate or assistant directors who responded answered that they seldom or never performed this function.

Clerical work in processing terminal employee forms and payroll entries. Thirteen of the forty-eight associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty-five of the associate or assistant directors who responded answered that they seldom or never performed this function.

Clerical work in processing salary increases. This did not include selection or determination of who got salary increases. Seven of the forty-eight associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Forty-one of the associate or assistant directors who responded answered that they seldom or never performed this function.

Clerical work in processing salary adjustments and prorating salaries. Five of the forty-eight associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing

this function. Forty-two of the associate or assistant directors who responded answered that they seldom or never performed this function. There was one nurse administrator who did not answer this question.

Typing or mimeographing. Seven of the forty-eight associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Forty-one of the associate or assistant directors who responded answered that they seldom or never performed this function.

Summary of clerical non-nursing functions. The findings in Table XVI (page 93) revealed that associate or assistant directors had considerable responsibility for performing payroll functions. About 44 per cent of these nurse administrators were responsible for this function. Nineteen per cent of these nurse administrators had responsibility for salary related to evening and night duty differential. Twenty-seven per cent of these nurse administrators had responsibility for processing new employee forms, terminal employee forms, and payroll entries.

The fundamental objectives of any wage and salary plan require that there be adequate control over labor

costs and satisfactory balance between wages and salaries. Effective personnel relations require that there be a relative value of jobs and adequate remuneration within budgetary limits.<sup>21</sup> Yoder recommended that payroll activities be the responsibility of a wage and salary administrator.<sup>22</sup> It is important for the nurse administrator to be cognizant of labor costs and the dollar value of jobs as they are set up in the nursing service department. It would seem that payroll functions could be performed by another classification of worker.

Certain Departmental Non-nursing Functions

Housekeeping (excluding patient safety): checking cleanliness, procuring emergency janitorial service when housekeeping administrators are off duty. As noted in Table XVII, twelve of the forty-eight associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty-six of the associate or assistant

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<sup>21</sup>George R. Terry, Principles of Management (Chicago: Richard D. Irwin, Inc., 1953), p. 429.

<sup>22</sup>Dale Yoder, Personnel Management and Industrial Relations (Englewood Cliffs, N.J.: Prentice-Hall, Inc., 1956), p. 521.

TABLE XVII

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF CERTAIN DEPARTMENTAL NON-NURSING FUNCTIONS PERFORMED BY ASSOCIATE OR ASSISTANT DIRECTORS OF NURSING SERVICE IN FORTY-TWO HOSPITALS WITH 201 TO 300 BED CAPACITY

| Certain Departmental<br>Non-nursing Functions | No<br>Answer | Number of<br>Respondents | Always, Usually,<br>Often |            | Seldom,<br>Never |            |
|---|--------------|--------------------------|---------------------------|------------|------------------|------------|
|   |              |                          | Number                    | Percentage | Number           | Percentage |
| Housekeeping                                  |              |                          |                           |            |                  |            |
| Checking cleanliness                          |              | 48                       | 12                        | 25.0       | 36               | 75.0       |
| Procuring emergency<br>janitorial service     |              |                          |                           |            |                  |            |
| Dietary                                       |              |                          |                           |            |                  |            |
| Procuring and super-<br>vising food care      | 1            | 47                       | 1                         | 2.1        | 46               | 97.9       |
| Pharmacy                                      |              |                          |                           |            |                  |            |
| Dispensing or<br>procuring drugs              | 1            | 47                       | 22                        | 46.8       | 25               | 53.2       |
| Laundry                                       |              |                          |                           |            |                  |            |
| Procuring linen                               |              |                          |                           |            |                  |            |
| Checking shortages<br>and inventory           | 1            | 47                       | 8                         | 17.0       | 39               | 83.0       |

directors who responded answered that they seldom or never performed this function.

Dietary: procuring and supervising food care when dietary department staff is off duty. Forty-six of the forty-eight associate or assistant directors who responded answered that they seldom or never performed this function. There was one nurse administrator who did not answer this question.

Dispensing or procuring drugs when pharmacy is closed. Twenty-two of the forty-eight associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-five of the associate or assistant directors who responded answered that they seldom or never performed this function. There was one nurse administrator who did not answer this question.

Laundry: procuring linen, checking shortages, and inventory. Eight of the forty-eight associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty-nine of the associate or assistant directors who responded answered that they seldom or never

performed this function. There was one nurse administrator who did not answer this question.

Summary of certain departmental non-nursing functions. As indicated in Table XVII (page 97), the responses revealed that 25 per cent of the associate or assistant directors had responsibility for performing housekeeping functions. Approximately 98 per cent of these nurse administrators had little or no responsibility for performing dietary functions, but 48.8 per cent had responsibility for performing pharmacy functions.

In the study conducted by Marion Wright, the housekeeping department was considered the third major area to be affected by changes for greater efficiency of the hospital. This was accomplished by first reclassifying jobs and rearranging schedules.<sup>23</sup> The hospital must be kept in a clean, healthful, and sanitary condition for patients and personnel. "The responsibility for providing such surroundings . . . falls in a large measure upon the housekeeping staff of the hospital."<sup>24</sup> According to the

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<sup>23</sup>Wright, op. cit., p. 149.

<sup>24</sup>United States Department of Labor, Job Descriptions and Organization Analysis for Hospitals and Related Health Services (Washington: Government Printing Office, 1952), p. 481.

United States Department of Labor, the registered pharmacist compounds and dispenses drugs. The sustained attention and special demands of the job include realization that mistakes may have serious consequences for the patient and the hospital.<sup>25</sup>

One of the major roles of the associate or assistant director of nursing service is related to hospital staffing. It would seem that the problem of staffing departments will increase in importance as hospitals expand and compete for personnel. The job description of the associate or assistant director points out the professional abilities necessary for this executive position and defines the responsibilities for nursing services in the nursing personnel program.

#### Miscellaneous Non-nursing Functions

Checking in patients' valuables. As noted in Table XVIII, five of the forty-eight associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Forty-three of the associate or assistant directors who responded answered that they seldom or never performed this function.

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<sup>25</sup>Ibid., p. 381

TABLE XVIII

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF MISCELLANEOUS NON-NURSING FUNCTIONS PERFORMED BY ASSOCIATE OR ASSISTANT DIRECTORS OF NURSING SERVICE IN FORTY-TWO HOSPITALS WITH 201 TO 300 BED CAPACITY

| Miscellaneous Non-nursing Functions             | No Answer | Number of Respondents | Always, Usually, Often |            | Seldom, Never |            |
|---|-----------|-----------------------|------------------------|------------|---------------|------------|
|   |           |                       | Number                 | Percentage | Number        | Percentage |
| Checking in patients' valuables                 |           | 48                    | 5                      | 10.4       | 43            | 89.6       |
| Checking on patients' clothing or clothing room | 1         | 47                    | 4                      | 8.5        | 43            | 91.5       |
| Consolidating Hospital census reports           | 1         | 47                    | 10                     | 21.3       | 37            | 78.7       |
| Performing routine admission office functions   | 1         | 47                    | 2                      | 4.3        | 45            | 95.7       |
| Issuing passes to visitors                      | 2         | 46                    | 11                     | 23.9       | 35            | 76.1       |
| Locking and unlocking doors                     | 1         | 47                    | 8                      | 17.0       | 39            | 83.0       |
| Arranging and conducting hospital tours         | 1         | 47                    | 15                     | 31.9       | 32            | 68.1       |
| Conducting drill on use of fire extinguishers   | 1         | 47                    | 2                      | 4.3        | 45            | 95.7       |

Checking on patients' clothing or clothing room.

Four of the forty-eight associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Forty-three of the associate or assistant directors who responded answered that they seldom or never performed this function. There was one nurse administrator who did not answer this question.

Consolidating hospital census reports and delivering to admission office. Ten of the forty-eight associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty-seven of the associate or assistant directors who responded answered that they seldom or never performed this function. There was one nurse administrator who did not answer this question.

Performing routine admission office functions.

Forty-five of the forty-eight associate or assistant directors who responded answered that they seldom or never performed this function. There was one nurse administrator who did not answer this question.

Issuing passes to visitors. Eleven of the forty-eight associate or assistant directors who responded

answered that they always, usually, or often had responsibility for performing this function. Thirty-five of the associate or assistant directors who responded answered that they seldom or never performed this function. There were two nurse administrators who did not answer this question.

Locking and unlocking doors when other departments are closed such as for meetings. Eight of the forty-eight associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty-nine of the associate or assistant directors who responded answered that they seldom or never performed this function. There was one nurse administrator who did not answer this question.

Arranging and conducting hospital tours. Fifteen of the forty-eight associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty-two of the associate or assistant directors who responded answered that they seldom or never performed this function. There was one nurse administrator who did not answer this question.

Conducting drill on the use of fire extinguishers.

Forty-five of the forty-eight associate or assistant directors who responded answered that they seldom or never performed this function. There was one nurse administrator who did not answer this question.

Summary of miscellaneous non-nursing functions.

According to Table XVIII (page 101), 21 per cent of the associate or assistant directors had responsibility for consolidating hospital census reports and delivering to the admission office. Approximately 24 per cent of these administrators had responsibility for issuing passes to visitors. About 96 per cent had little or no responsibility for performing routine admission office functions. About 32 per cent of the associate or assistant directors had responsibility for arranging and conducting hospital tours. The findings would seem to indicate that there was again some uneconomical use of professional skills.

Norman Bailey stated that there is need for greater availability of the administrator to handle policies concerning fair treatment of employees which result in a happier worker and satisfied person.<sup>26</sup> It would seem that this function would be a dual responsibility with the

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<sup>26</sup>Bailey, op. cit., pp. 181-84.

director of nursing service in fulfilling obligations for public relations concerning the hospital and the community and is regarded as a traditional function which nursing service has assumed. Pride in the hospital and the nursing profession is a necessary attribute of the professional nurse.

VII. NON-NURSING FUNCTIONS PERFORMED BY THE ASSOCIATE  
OR ASSISTANT DIRECTOR OF NURSING SERVICE IN  
HOSPITALS WITH 301 TO 400 BED CAPACITY

Clerical Non-nursing Functions

Clerical work in making out or checking payroll.

As noted in Table XIX, fourteen of the thirty-three associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Nineteen of the associate or assistant directors who responded answered that they seldom or never performed this function.

Computing evening and night duty differential.

Three of the thirty-three associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty of the associate or assistant directors who responded

TABLE XIX

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF CLERICAL NON-NURSING FUNCTIONS PERFORMED BY ASSOCIATE OR ASSISTANT DIRECTORS OF NURSING SERVICE IN TWENTY-NINE HOSPITALS WITH 301 TO 400 BED CAPACITY

| Clerical<br>Non-Nursing Functions                            | No<br>Answer | Number of<br>Respondents | Always, Usually,<br>Often |            | Seldom,<br>Never |            |
|--|--------------|--------------------------|---------------------------|------------|------------------|------------|
|  |              |                          | Number                    | Percentage | Number           | Percentage |
| Making out or<br>checking payroll                            |              | 33                       | 14                        | 42.4       | 19               | 57.6       |
| Computing evening and<br>night duty differ-<br>ential        |              | 33                       | 3                         | 9.1        | 30               | 90.9       |
| Processing new<br>employee forms                             |              | 33                       | 5                         | 15.2       | 28               | 84.8       |
| Processing terminal<br>employee forms and<br>payroll entries | 1            | 32                       | 6                         | 18.8       | 26               | 81.2       |
| Processing salary<br>increases                               |              | 33                       | 5                         | 15.2       | 28               | 84.8       |
| Processing salary<br>adjustments and<br>prorating salaries   |              | 33                       | 4                         | 12.1       | 29               | 87.9       |
| Typing or<br>mimeographing                                   |              | 33                       | 6                         | 18.2       | 27               | 81.8       |

answered that they seldom or never performed this function.

Clerical work in processing new employee forms.

Five of the thirty-three associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-eight of the associate or assistant directors who responded answered that they seldom or never performed this function.

Clerical work in processing terminal employee forms and payroll entries.

Six of the thirty-three associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-six of the associate or assistant directors who responded answered that they seldom or never performed this function. There was one nurse administrator who did not answer this question.

Clerical work in processing salary increases.

This did not include selection or determination of who got salary increases. Five of the thirty-three associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-eight of the associate or

assistant directors who responded answered that they seldom or never performed this function.

Clerical work in processing salary adjustments and prorating salaries. Four of the thirty-three associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-nine of the associate or assistant directors who responded answered that they seldom or never performed this function.

Typing or mimeographing. Six of the thirty-three associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-seven of the associate or assistant directors who responded answered that they seldom or never performed this function.

Summary of clerical non-nursing functions. According to Table XIX (page 106), 42 per cent of the associate or assistant directors had responsibility for performing functions pertaining to making out or checking payroll. Fifteen per cent of these administrators had responsibility for processing new employee forms and salary increases. Eighteen per cent of these administrators had responsibility for processing terminal employee forms,

payroll entries, and typing and mimeographing. About 91 per cent of the associate or assistant directors indicated that they had little or no responsibility for computing extra salary differential for evening and night duty.

It is prevalent in the literature that the introduction of new principles and practices in administration has been absent in hospital practice. Stone stated that further difficulties will arise to be straightened out as hospitals expand to convalescent care and care of the aged and chronically ill.<sup>27</sup>

The findings in this area substantiated the fact that as nurse administrators spend time in performing these payroll and salary functions, less time is available for the important task of structure and availability of staffing of nursing personnel defined in the job description.

Certain Departmental Non-  
nursing Functions

Housekeeping (excluding patient safety): checking cleanliness, procuring emergency janitorial service when

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<sup>27</sup>J. E. Stone, Hospital Organization and Management (London: Faber and Faber Limited, 1952), p. 270.

housekeeping administrators are off duty. As noted in Table XX, five of the thirty-three associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-eight of the associate or assistant directors who responded answered that they seldom or never performed this function.

Dietary: procuring and supervising food care when dietary department staff is off duty. Thirty-one of the thirty-three associate or assistant directors answered that they seldom or never performed this function.

Dispensing or procuring drugs when pharmacy is closed. Eleven of the thirty-three associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-two of the associate or assistant directors who responded answered that they seldom or never performed this function.

Laundry: procuring linen, checking shortages, and inventory. Five of the thirty-three associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this

TABLE XX

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF CERTAIN DEPARTMENTAL NON-NURSING FUNCTIONS PERFORMED BY ASSOCIATE OR ASSISTANT DIRECTORS OF NURSING SERVICE IN TWENTY-NINE HOSPITALS WITH 301 TO 400 BED CAPACITY

| Certain Departmental<br>Non-nursing Functions | No<br>Answer | Number of<br>Respondents | Always, Usually,<br>Often |            | Seldom,<br>Never |            |
|---|--------------|--------------------------|---------------------------|------------|------------------|------------|
|   |              |                          | Number                    | Percentage | Number           | Percentage |
| Housekeeping                                  |              |                          |                           |            |                  |            |
| Checking cleanliness                          |              |                          |                           |            |                  |            |
| Procuring emergency<br>janitorial service     | 33           | 5                        | 15.2                      | 28         | 84.8             |            |
| Dietary                                       |              |                          |                           |            |                  |            |
| Procuring and super-<br>vising food care      | 33           | 2                        | 6.1                       | 31         | 93.9             |            |
| Pharmacy                                      |              |                          |                           |            |                  |            |
| Dispensing or<br>procuring drugs              | 33           | 11                       | 33.3                      | 22         | 66.7             |            |
| Laundry                                       |              |                          |                           |            |                  |            |
| Procuring linen                               |              |                          |                           |            |                  |            |
| Checking shortages<br>and inventory           | 33           | 5                        | 15.2                      | 28         | 84.8             |            |

function. Twenty-eight of the associate or assistant directors who responded answered that they seldom or never performed this function.

Summary of certain departmental non-nursing functions. In Table XX (page 111) it was revealed that although the hospitals had increased in size, 33 per cent of the associate or assistant directors still had responsibility for dispensing or procuring drugs when the pharmacy was closed. These administrators were not significantly involved in performing dietary functions, but 15 per cent still had responsibility for performing housekeeping and laundry functions. About 94 per cent of the associate or assistant directors had little or no responsibility for performing dietary functions.

The provision of accepted standards of patient care requires that excellent patient services be available. Nurse administrators must be cognizant of these services, helping to coordinate the activities of nursing personnel with other departments which contribute to patient care. The nurse administrator should have time to relate the responsibility and authority within nursing service to other departments of the hospital.<sup>28</sup>

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<sup>28</sup>"American Nurses' Association Committee on Statements of Functions, Standards, and Qualifications," American Journal of Nursing, 56:1165, September, 1956.

Miscellaneous Non-nursing Functions

Checking in patients' valuables. As noted in Table XXI, five of the thirty-three associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-eight of the associate or assistant directors who responded answered that they seldom or never performed this function.

Checking on patients' clothing or clothing room. Four of the thirty-three associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-eight of the associate or assistant directors who responded answered that they seldom or never performed this function. There was one nurse administrator who did not answer this question.

Consolidating hospital census reports and delivering to admission office. Twenty-nine of the thirty-three associate or assistant directors who responded answered that they seldom or never performed this function. There was one nurse administrator who did not answer this question.

TABLE XXI

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF MISCELLANEOUS NON-NURSING FUNCTIONS PERFORMED BY ASSOCIATE OR ASSISTANT DIRECTORS OF NURSING SERVICE IN TWENTY-NINE HOSPITALS WITH 301 TO 400 BED CAPACITY

| Miscellaneous Non-nursing Functions             | No Answer | Number of Respondents | Always, Usually, Often |            | Seldom, Never |            |
|---|-----------|-----------------------|------------------------|------------|---------------|------------|
|   |           |                       | Number                 | Percentage | Number        | Percentage |
| Checking in patients' valuables                 |           | 33                    | 5                      | 15.2       | 28            | 84.8       |
| Checking on patients' clothing or clothing room | 1         | 32                    | 4                      | 12.5       | 28            | 87.5       |
| Consolidating hospital census reports           | 1         | 32                    | 3                      | 9.4        | 29            | 90.6       |
| Performing routine admission office functions   |           | 33                    | 2                      | 6.1        | 31            | 93.9       |
| Issuing passes to visitors                      |           | 33                    | 7                      | 21.2       | 26            | 78.8       |
| Locking and unlocking doors                     |           | 33                    | 8                      | 24.2       | 25            | 75.8       |
| Arranging and conducting hospital tours         |           | 33                    | 7                      | 21.2       | 26            | 78.8       |
| Conducting drill on use of fire extinguishers   |           | 33                    | 5                      | 15.2       | 28            | 84.8       |

Performing routine admission office functions.

Thirty-one of the thirty-three associate or assistant directors who responded answered that they seldom or never performed this function.

Issuing passes to visitors. Seven of the thirty-three associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-six of the associate or assistant directors who responded answered that they seldom or never performed this function.

Locking and unlocking doors when other departments are closed such as for meetings. Eight of the thirty-three associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-five of the associate or assistant directors who responded answered that they seldom or never performed this function.

Arranging and conducting hospital tours. Seven of the thirty-three associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-six of the associate or assistant directors who responded

answered that they seldom or never performed this function.

Conducting drill on use of fire extinguishers.

Five of the thirty-three associate or assistant directors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-eight of the associate or assistant directors who responded answered that they seldom or never performed this function.

Summary of miscellaneous non-nursing functions. It is important to note that in Table XXI (page 114), 24 per cent of the associate or assistant directors in the larger hospitals still had responsibility for locking and unlocking doors when other departments were closed such as for meetings. Twenty-one per cent of these administrators indicated that they had responsibility for issuing passes to visitors and arranging and conducting hospital tours. Ninety per cent of the associate or assistant directors had little or no responsibility for consolidating hospital census reports, and 93.9 per cent of these administrators also did not perform routine admission office functions.

The management activity of the nurse administrator's job is similar to the job requirements of any

executive leader. George R. Terry stated that "management provides effectiveness to human efforts."<sup>29</sup> From these responses there would seem to be an implication that the associate or assistant director was confronted with time-consuming duties and problems of budgeting time for nursing service and nursing personnel administration.

#### VIII. SUMMARY

The findings revealed that the associate or assistant director was involved to some extent in performing non-nursing functions in the operation of the hospital. The highest percentages in this performance were in payroll functions and pharmacy functions. The payroll responsibilities remained consistent for the three sizes of hospitals in the study. There was a slight reduction in the percentage of pharmacy involvement as the hospitals increased in size. With the exception of processing salary increases and typing and mimeographing, the responsibilities for performing clerical functions decreased as the hospitals expanded in bed capacity.

There was little or no involvement for performing dietary functions, and there were minor responsibilities

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<sup>29</sup>Terry, op. cit., p. 4.

for performing laundry functions. In housekeeping functions, there was considerable responsibility, but this sharply decreased in the hospitals with 301 to 400 bed capacity.

In responsibilities for performing the miscellaneous non-nursing functions, the highest percentages were in arranging and conducting hospital tours and locking and unlocking doors when other departments were closed such as for meetings.

It is important to note that the associate or assistant director had more overall responsibilities for performing non-nursing functions than were evident in the findings for the director of nursing service.

IX. NON-NURSING FUNCTIONS PERFORMED BY DAY SUPERVISORS  
OF NURSING SERVICE IN HOSPITALS WITH  
101 TO 200 BED CAPACITY

Clerical Non-nursing Functions

Clerical work in making out or checking payroll.

As noted in Table XXII, twenty-nine of the ninety-two day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Sixty-two of the day supervisors who responded

TABLE XXII

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF CLERICAL NON-NURSING FUNCTIONS PERFORMED BY DAY SUPERVISORS OF NURSING SERVICE IN NINETY-FIVE HOSPITALS WITH 101 TO 200 BED CAPACITY

| Clerical<br>Non-nursing Functions                            | No<br>Answer | Number of<br>Respondents | Always, Usually<br>Often |            | Seldom,<br>Never |            |
|--|--------------|--------------------------|--------------------------|------------|------------------|------------|
|  |              |                          | Number                   | Percentage | Number           | Percentage |
| Making out or<br>checking payroll                            | 1            | 91                       | 29                       | 31.9       | 62               | 68.1       |
| Computing evening and<br>night duty differ-<br>ential        | 2            | 90                       | 6                        | 6.7        | 84               | 93.3       |
| Processing new<br>employee forms                             | 2            | 90                       | 8                        | 8.9        | 82               | 91.1       |
| Processing terminal<br>employee forms and<br>payroll entries | 1            | 91                       | 7                        | 7.7        | 84               | 92.3       |
| Processing salary<br>increases                               | 1            | 91                       | 6                        | 6.6        | 85               | 93.4       |
| Processing salary<br>adjustments and<br>prorating salaries   | 2            | 90                       | 4                        | 4.4        | 86               | 95.6       |
| Typing or<br>mimeographing                                   | 1            | 91                       | 12                       | 13.2       | 79               | 86.8       |

answered that they seldom or never performed this function. There was one day supervisor who did not answer this question.

Computing evening and night duty differential. Six of the ninety-two day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Eighty four of the day supervisors who responded answered that they seldom or never performed this function. There were two day supervisors who did not answer this question.

Clerical work in processing new employee forms. Eight of the ninety-two day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Eighty-two of the day supervisors who responded answered that they seldom or never performed this function. There were two day supervisors who did not answer this question.

Clerical work in processing terminal employee forms and payroll entries. Seven of the ninety-two day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Eighty-four of the day supervisors who responded answered

that they seldom or never performed this function. There was one day supervisor who did not answer this question.

Clerical work in processing salary increases. This did not include selection or determination of who got salary increases. Six of the ninety-two day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Eighty-five of the day supervisors who responded answered that they seldom or never performed this function. There was one day supervisor who did not answer this question.

Clerical work in processing salary adjustments and prorating salaries. Eighty-six of the ninety-two day supervisors who responded answered that they seldom or never performed this function. There were two day supervisors who did not answer this question.

Typing or mimeographing. Twelve of the ninety-two day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Seventy-nine of the day supervisors who responded answered that they seldom or never performed this function. There was one day supervisor who did not answer this question.

Summary of clerical non-nursing functions. As noted in Table XXII (page 119), with the exception of making out or checking payroll, the day supervisors of nursing service had few responsibilities for performing clerical non-nursing functions. About 32 per cent had responsibility for payroll functions, and 13 per cent had responsibilities for typing and mimeographing. In the other categories, the responses indicated that over 90 per cent of these day supervisors seldom or never performed this work.

In many hospitals the position of nursing supervisor is still new, and the role must be clarified.<sup>30</sup> Luella J. Morison stated that the profession of nursing has undergone many changes within recent years. "Trends of today may become established practices in the near future."<sup>31</sup>

It would seem that the day supervisor's time should be budgeted for nursing and the improvement of patient care, for personnel, and for personal growth. Functions pertaining to payroll might be delegated to a

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<sup>30</sup>Edith M. Lentz, "What Is a Supervisor?" Nursing Outlook, 4:336-37, June, 1956.

<sup>31</sup>Luella J. Morison, Steppingstones to Professional Nursing (St. Louis: The C. V. Mosby Company, 1957), p. 313.

non-professional worker, although it would seem important that the day supervisor be advised of channels through which personnel might inquire regarding questions concerning salary.

Certain Departmental Non-  
nursing Functions

Housekeeping (excluding patient safety): checking cleanliness, procuring emergency janitorial service when housekeeping administrators are off duty. As noted in Table XXIII, forty-four of the ninety-two day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Forty-seven of the day supervisors who responded answered that they seldom or never performed this function. There was one day supervisor who did not answer this question.

Dietary: procuring and supervising food care when dietary department staff is off duty. Twenty-one of the ninety-two day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Seventy-one of the day supervisors who responded answered that they seldom or never performed this function.

TABLE XXIII

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF CERTAIN DEPARTMENTAL NON-NURSING FUNCTIONS PERFORMED BY DAY SUPERVISORS OF NURSING SERVICE IN NINETY-FIVE HOSPITALS WITH 101 TO 200 BED CAPACITY

| Certain Departmental<br>Non-nursing Functions | No<br>Answer | Number of<br>Respondents | Always, Usually,<br>Often |            | Seldom,<br>Never |            |
|---|--------------|--------------------------|---------------------------|------------|------------------|------------|
|   |              |                          | Number                    | Percentage | Number           | Percentage |
| Housekeeping                                  |              |                          |                           |            |                  |            |
| Checking cleanliness                          |              |                          |                           |            |                  |            |
| Procuring emergency<br>janitorial service     | 1            | 91                       | 44                        | 48.4       | 47               | 51.6       |
| Dietary                                       |              |                          |                           |            |                  |            |
| Procuring and super-<br>vising food care      |              | 92                       | 21                        | 22.8       | 71               | 77.2       |
| Pharmacy                                      |              |                          |                           |            |                  |            |
| Dispensing or<br>procuring drugs              | 1            | 91                       | 42                        | 46.2       | 49               | 53.8       |
| Laundry                                       |              |                          |                           |            |                  |            |
| Procuring linen                               |              |                          |                           |            |                  |            |
| Checking shortages<br>and inventory           | 1            | 91                       | 27                        | 29.7       | 64               | 70.3       |

Dispensing or procuring drugs when pharmacy is closed. Forty-two of the ninety-two day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Forty-nine of the day supervisors who responded answered that they seldom or never performed this function. There was one day supervisor who did not answer this question.

Laundry: procuring linen, checking shortages, and inventory. Twenty-seven of the ninety-two day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Sixty-four of the day supervisors who responded answered that they seldom or never performed this function. There was one day supervisor who did not answer this question.

Summary of certain departmental non-nursing functions. According to Table XXIII (page 124), 48 per cent of the day supervisors had responsibility for performing housekeeping functions. Approximately 23 per cent had responsibility for performing dietary functions, 46 per cent had responsibility for performing pharmacy functions, and 29.7 per cent had responsibility for performing laundry functions. It was apparent that the day supervisors

did spend time performing these non-nursing functions which were the responsibility of other departments.

Time away from patients is well utilized when it is spent in counseling and guiding nursing personnel. It can greatly benefit patient care when problems and new situations are discussed. The supervisor must allot time for the employee to talk about himself, his problems, and his work.<sup>32</sup>

As stated in the job description, the day supervisor plans with other departments to facilitate complexity of patient care and maintains good interpersonal relationships. It would seem that direction from members of other departments might be confusing. Full responsibility for performance of work should be assumed within each department for smooth functioning and job satisfaction.

#### Miscellaneous Non-nursing Functions

Checking in patients' valuables. As noted in Table XXIV, forty of the ninety-two day supervisors who responded answered that they always, usually, or often had

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<sup>32</sup>Donna Mondik, "What Supervision Means to Me," Nursing Outlook, 7:479, August, 1959.

TABLE XXIV

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF MISCELLANEOUS NON-NURSING FUNCTIONS PERFORMED BY DAY SUPERVISORS OF NURSING SERVICE IN NINETY-FIVE HOSPITALS WITH 101 TO 200 BED CAPACITY

| Miscellaneous Non-nursing Functions             | No Answer | Number of Respondents | Always, Usually, Often |            | Seldom, Never |            |
|---|-----------|-----------------------|------------------------|------------|---------------|------------|
|   |           |                       | Number                 | Percentage | Number        | Percentage |
| Checking in patients' valuables                 |           | 92                    | 40                     | 43.5       | 52            | 56.5       |
| Checking on patients' clothing or clothing room | 2         | 90                    | 38                     | 42.2       | 52            | 57.8       |
| Consolidating hospital census reports           | 2         | 90                    | 18                     | 20.0       | 72            | 80.0       |
| Performing routine admission office functions   |           | 92                    | 16                     | 17.4       | 76            | 82.6       |
| Issuing passes to visitors                      | 1         | 91                    | 18                     | 19.8       | 73            | 80.2       |
| Locking and unlocking doors                     | 1         | 91                    | 17                     | 18.7       | 74            | 81.3       |
| Arranging and conducting hospital tours         |           | 92                    | 12                     | 13.0       | 80            | 87.0       |
| Conducting drill on use of fire extinguishers   |           | 92                    | 12                     | 13.0       | 80            | 87.0       |

responsibility for performing this function. Fifty-two of the day supervisors who responded answered that they seldom or never performed this function.

Checking on patients' clothing or clothing room.

Thirty-eight of the ninety-two day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Fifty-two of the day supervisors who responded answered that they seldom or never performed this function. There were two day supervisors who did not answer this question.

Consolidating hospital census reports and delivering to admission office. Eighteen of the ninety-two day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Seventy-two of the day supervisors who responded answered that they seldom or never performed this function. There were two day supervisors who did not answer this question.

Performing routine admission office functions.

Sixteen of the ninety-two day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Seventy-six of the

day supervisors who responded answered that they seldom or never performed this function.

Issuing passes to visitors. Eighteen of the ninety-two day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Seventy-three of the day supervisors who responded answered that they seldom or never performed this function. There was one day supervisor who did not answer this question.

Locking and unlocking doors when other departments are closed such as for meetings. Seventeen of the ninety-two day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Seventy-four of the day supervisors who responded answered that they seldom or never performed this function. There was one day supervisor who did not answer this question.

Arranging and conducting hospital tours. Twelve of the ninety-two day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Eighty of the day supervisors who

responded answered that they seldom or never performed this function.

Conducting drill on use of fire extinguishers.

Twelve of the ninety-two day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Eighty of the day supervisors who responded answered that they seldom or never performed this function.

Summary of miscellaneous non-nursing functions. As noted in Table XXIV (page 127), 43.5 per cent of the day supervisors had responsibility for checking in patients' valuables. The literature pointed out that this function belonged in the admitting department and should be performed by the admitting officer. Forty-two per cent of these nurse administrators had responsibility for checking on patients' clothing or clothing room. It would seem that this function might be performed by non-professional personnel, thus freeing the professional nurse for more highly skilled tasks. Twenty per cent of these nurse administrators had responsibility for consolidating hospital census reports and delivering to the admission office.

Cecelia M. Perrodin emphasized that the supervisor's role is clarified by guiding principles of

supervision. The supervisor is expected to "encourage creative self expression of all personnel"<sup>33</sup> and to "promote personnel growth and welfare."<sup>34</sup> This influences the patient's well-being and establishes good mental, physical, and environmental care of the patient.<sup>35</sup> If the supervisor is to have time for her major responsibilities, such as supervision of personnel and nursing care of patients, these non-nursing functions, except in an emergency, should be assigned to other workers.

It is also noted in Table XXIV (page 127) that 87 per cent of the day supervisors had little or no responsibility for arranging and conducting hospital tours. This function was apparently performed by the nurse administrators who had responsibility for indirect nursing care and was noted earlier in the analysis and interpretation of non-nursing functions performed by directors of nursing service.

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<sup>33</sup>Cecelia M. Perrodin, *Supervision of Nursing Personnel* (New York: The Macmillan Company, 1954), p. 166.

<sup>34</sup>Ibid.

<sup>35</sup>Ibid., p. 213.

X. NON-NURSING FUNCTIONS PERFORMED BY DAY SUPERVISORS  
OF NURSING SERVICE IN HOSPITALS WITH  
201 TO 300 BED CAPACITY

Clerical Non-nursing Functions

Clerical work in making out or checking payroll.

As noted in Table XXV, sixteen of the sixty-five day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Forty-nine of the day supervisors who responded answered that they seldom or never performed this function.

Computing evening and night duty differential. Six of the sixty-five day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Fifty-nine of the day supervisors who responded answered that they seldom or never performed this function.

Clerical work in processing new employee forms. Sixty-three of the sixty-five day supervisors who responded answered that they seldom or never performed this function.

TABLE XXV

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF CLERICAL NON-NURSING FUNCTIONS PERFORMED BY DAY SUPERVISORS OF NURSING SERVICE IN FORTY-TWO HOSPITALS WITH 201 TO 300 BED CAPACITY

| Clerical<br>Non-nursing Functions                            | No<br>Answer | Number of<br>Respondents | Always, Usually<br>Often |            | Seldom,<br>Never |            |
|--|--------------|--------------------------|--------------------------|------------|------------------|------------|
|  |              |                          | Number                   | Percentage | Number           | Percentage |
| Making out or<br>checking payroll                            |              | 65                       | 16                       | 24.6       | 49               | 75.4       |
| Computing evening and<br>night duty differ-<br>ential        |              | 65                       | 6                        | 9.2        | 59               | 90.8       |
| Processing new<br>employee forms                             |              | 65                       | 2                        | 3.1        | 63               | 96.9       |
| Processing terminal<br>employee forms and<br>payroll entries |              | 65                       | 4                        | 6.1        | 61               | 93.9       |
| Processing salary<br>increases                               | 1            | 64                       | 2                        | 3.1        | 62               | 96.9       |
| Processing salary<br>adjustments and<br>prorating salaries   |              | 65                       | 1                        | 1.5        | 64               | 98.5       |
| Typing or<br>mimeographing                                   |              | 65                       | 14                       | 21.5       | 51               | 78.5       |

Clerical work in processing terminal employee forms and payroll entries. Sixty-one of the sixty-five day supervisors who responded answered that they seldom or never performed this function.

Clerical work in processing salary increases. This did not include selection or determination of who got salary increases. Sixty-two of the sixty-five day supervisors who responded answered that they seldom or never performed this function. There was one day supervisor who did not answer this question.

Clerical work in processing salary adjustments and prorating salaries. Sixty-four of the sixty-five day supervisors who responded answered that they seldom or never performed this function.

Typing or mimeographing. Fourteen of the sixty-five day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Fifty-one of the day supervisors who responded answered that they seldom or never performed this function.

Summary of clerical non-nursing functions. As noted in Table XXV (page 133), 24.6 per cent of the day

supervisors had responsibility for performing payroll functions, and 21.5 per cent performed typing or mimeographing. Ninety-eight per cent of the day supervisors had little or no responsibility for processing salary adjustments and prorating salaries, and 96.9 per cent seldom or never processed new employee forms or processed salary increases.

According to the American Nurses' Association Statements of Functions, Standards, and Qualifications, the supervisor "recommends personnel for appointments to positions."<sup>36</sup> This would indicate that knowledge of salary and frequency and amount of raises is necessary in determining needs for a stable staffing pattern.

According to the job description of the day supervisor, the determination of staffing and nursing needs, which are the supervisor's responsibility, must conform to budgetary allowances within nursing service. The supervisor would not need to perform the routine work for processing payroll and other allied functions.

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<sup>36</sup>American Nurses' Association, op. cit., pp. 1166-67.

Certain Departmental Non-  
nursing Functions

Housekeeping (excluding patient safety): checking cleanliness, procuring emergency janitorial service when housekeeping administrators are off duty. As noted in Table XXVI, thirty-six of the sixty-five day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-nine of the day supervisors who responded answered that they seldom or never performed this function.

Dietary: procuring and supervising food care when dietary department staff is off duty. Five of the sixty-five day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Fifty-nine of the day supervisors who responded answered that they seldom or never performed this function. There was one day supervisor who did not answer this question.

Dispensing or procuring drugs when pharmacy is closed. Eighteen of the sixty-five day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Forty-six of

TABLE XXVI

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF CERTAIN DEPARTMENTAL NON-NURSING FUNCTIONS PERFORMED BY DAY SUPERVISORS OF NURSING SERVICE IN FORTY-TWO HOSPITALS WITH 201 TO 300 BED CAPACITY

| Certain Departmental<br>Non-nursing Functions | No<br>Answer | Number of<br>Respondents | Always, Usually,<br>Often |            | Seldom,<br>Never |            |
|---|--------------|--------------------------|---------------------------|------------|------------------|------------|
|   |              |                          | Number                    | Percentage | Number           | Percentage |
| Housekeeping                                  |              |                          |                           |            |                  |            |
| Checking cleanliness                          |              | 65                       | 36                        | 55.4       | 29               | 44.6       |
| Procuring emergency<br>janitorial service     |              |                          |                           |            |                  |            |
| Dietary                                       |              |                          |                           |            |                  |            |
| Procuring and super-<br>vising food care      | 1            | 64                       | 5                         | 7.8        | 59               | 92.2       |
| Pharmacy                                      |              |                          |                           |            |                  |            |
| Dispensing or<br>procuring drugs              | 1            | 64                       | 18                        | 28.1       | 46               | 71.9       |
| Laundry                                       |              |                          |                           |            |                  |            |
| Procuring linen                               |              |                          |                           |            |                  |            |
| Checking shortages<br>and inventory           | 2            | 63                       | 27                        | 42.8       | 36               | 57.2       |

the day supervisors who responded answered that they seldom or never performed this function. There was one day supervisor who did not answer this question.

Laundry: procuring linen, checking shortages, and inventory. Twenty-seven of the sixty-five day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty-six of the day supervisors who responded answered that they seldom or never performed this function. There were two day supervisors who did not answer this question.

Summary of certain departmental non-nursing functions. As noted in Table XXVI (page 137), 55 per cent of the day supervisors had responsibility for performing housekeeping functions. Twenty-eight per cent of the day supervisors had responsibility for performing pharmacy functions when the pharmacist was off duty, and 42 per cent had responsibility for performing laundry functions. Ninety-two per cent of the day supervisors had little or no responsibility for performing dietary functions.

It has been emphasized in the literature that each department must assume responsibility for the specific functions assigned. Eleanor C. Lambertson stated that the needs and problems of patients determine the kind of

services needed. The program of the patient's nursing care is a coordinated plan and should not be performed in isolated activities. It is through therapeutic and educative relationships that the objectives of patient care can be carried out.<sup>37</sup>

As the day supervisor plans and organizes her work, which constitutes the first functions of the job, effort should be made to further hospital economics by determining the skills required and the category of worker to which the job is assigned. It would seem that the day supervisor was involved in performing functions requiring non-professional skills.

#### Miscellaneous Non-nursing Functions

Checking in patients' valuables. As noted in Table XXVII, nineteen of the sixty-five day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Forty-five of the day supervisors who responded answered that they seldom or never performed this function. There was one day supervisor who did not answer this question.

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<sup>37</sup>Eleanor C. Lambertson, Education for Leadership (Philadelphia: J. B. Lippincott Company, 1958), p. 90.

TABLE XXVII

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF MISCELLANEOUS NON-NURSING FUNCTIONS PERFORMED BY DAY SUPERVISORS OF NURSING SERVICE IN FORTY-TWO HOSPITALS WITH 201 TO 300 BED CAPACITY

| Miscellaneous Non-nursing Functions             | No Answer | Number of Respondents | Always, Usually Often |            | Seldom, Never |            |
|---|-----------|-----------------------|-----------------------|------------|---------------|------------|
|   |           |                       | Number                | Percentage | Number        | Percentage |
| Checking in patients' valuables                 | 1         | 64                    | 19                    | 29.7       | 45            | 70.3       |
| Checking on patients' clothing or clothing room | 1         | 64                    | 20                    | 31.3       | 44            | 68.7       |
| Consolidating hospital census reports           | 2         | 63                    | 7                     | 11.1       | 56            | 88.9       |
| Performing routine admission office functions   | 2         | 63                    | 13                    | 20.6       | 50            | 79.4       |
| Issuing passes to visitors                      | 1         | 64                    | 12                    | 18.7       | 52            | 81.3       |
| Locking and unlocking doors                     | 1         | 64                    | 10                    | 15.6       | 54            | 84.4       |
| Arranging and conducting hospital tours         | 1         | 64                    | 10                    | 15.6       | 54            | 84.4       |
| Conducting drill on use of fire extinguishers   | 1         | 64                    | 7                     | 10.9       | 57            | 89.1       |

Checking on patients' clothing or clothing room.

Twenty of the sixty-five day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Forty-four of the day supervisors who responded answered that they seldom or never performed this function. There was one day supervisor who did not answer this question.

Consolidating hospital census reports and delivering to admission office.

Seven of the sixty-five day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Fifty-six of the day supervisors who responded answered that they seldom or never performed this function. There were two day supervisors who did not answer this question.

Performing routine admission office functions.

Thirteen of the sixty-five day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Fifty of the day supervisors who responded answered that they seldom or never performed this function. There were two day supervisors who did not answer this question.

Issuing passes to visitors. Twelve of the sixty-five day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Fifty-two day supervisors who responded answered that they seldom or never performed this function. There was one day supervisor who did not answer this question.

Locking and unlocking doors when other departments are closed such as for meetings. Ten of the sixty-five day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Fifty-four of the day supervisors who responded answered that they seldom or never performed this function. There was one day supervisor who did not answer this question.

Arranging and conducting hospital tours. Ten of the sixty-five day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Fifty-four of the day supervisors who responded answered that they seldom or never performed this function. There was one day supervisor who did not answer this question.

Conducting drill on use of fire extinguishers.

Seven of the sixty-five day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Fifty-seven of the day supervisors who responded answered that they seldom or never performed this function. There was one day supervisor who did not answer this question.

Summary of miscellaneous non-nursing functions. As noted in Table XXVII (page 140), 29.7 per cent of the day supervisors had responsibility for checking in patients' valuables, and 31 per cent of these nurse administrators had responsibility for checking on patients' clothing or clothing room. Approximately 21 per cent had responsibility for performing routine admission office functions. There were responsibilities to a lesser extent in all the categories of miscellaneous non-nursing functions in the study.

According to the job description of the day supervisor, the major responsibility, delegated by the director of nursing service, is in directing and supervising a group of patient care units or a specialized area, overseeing the performance of personnel on these units, and evaluating their proficiency on the job. In view of these responsibilities and the design of the staffing pattern in

giving direct service to patients, it would seem that the added responsibility for performing these non-nursing functions limits the day supervisor for strictly nursing functions.

XI. NON-NURSING FUNCTIONS PERFORMED BY DAY SUPERVISORS  
OF NURSING SERVICE IN HOSPITALS WITH  
301 TO 400 BED CAPACITY

Clerical Non-nursing Functions

Clerical work in making out or checking payroll.

As noted in Table XXVIII, twelve of the forty day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-eight of the day supervisors who responded answered that they seldom or never performed this function.

Computing evening and night duty differential.

Thirty-seven of the forty day supervisors who responded answered that they seldom or never performed this function. There was one day supervisor who did not answer this question.

Clerical work in processing new employee forms.

Thirty-eight of the forty day supervisors who responded

TABLE XXVIII

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF CLERICAL NON-NURSING FUNCTIONS PERFORMED BY DAY SUPERVISORS OF NURSING SERVICE IN TWENTY-NINE HOSPITALS WITH 301 TO 400 BED CAPACITY

| Clerical<br>Non-nursing Functions                            | No<br>Answer | Number of<br>Respondents | Always, Usually,<br>Often |            | Seldom,<br>Never |            |
|--|--------------|--------------------------|---------------------------|------------|------------------|------------|
|  |              |                          | Number                    | Percentage | Number           | Percentage |
| Making out or<br>checking payroll                            |              | 40                       | 12                        | 30.0       | 28               | 70.0       |
| Computing evening and<br>night duty differ-<br>ential        | 1            | 39                       | 2                         | 5.1        | 37               | 94.9       |
| Processing new<br>employee forms                             | 1            | 39                       | 1                         | 2.6        | 38               | 97.4       |
| Processing terminal<br>employee forms and<br>payroll entries |              | 40                       | 4                         | 10.0       | 36               | 90.0       |
| Processing salary<br>increases                               |              | 40                       | 3                         | 7.5        | 37               | 92.5       |
| Processing salary<br>adjustments and<br>prorating salaries   | 1            | 39                       | 1                         | 2.6        | 38               | 97.4       |
| Typing or<br>mimeographing                                   | 1            | 39                       | 5                         | 12.8       | 34               | 87.2       |

answered that they seldom or never performed this function. There was one day supervisor who did not answer this question.

Clerical work in processing terminal employee forms and payroll entries. Thirty-six of the forty day supervisors who responded answered that they seldom or never performed this function.

Clerical work in processing salary increases. This did not include selection or determination of who got salary increases. Thirty-seven of the forty day supervisors who responded answered that they seldom or never performed this function.

Clerical work in processing salary adjustments and prorating salaries. Thirty-eight of the forty day supervisors who responded answered that they seldom or never performed this function. There was one supervisor who did not answer this question.

Typing or mimeographing. Five of the forty day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty-four of the day supervisors who responded answered that they seldom or never performed

this function. There was one day supervisor who did not answer this question.

Summary of clerical non-nursing functions. As noted in Table XXVIII (page 145), 30 per cent of the day supervisors had responsibility for making out or checking payroll. About 13 per cent of the day supervisors had responsibility for typing or mimeographing. In the other categories of clerical non-nursing functions the responses indicated that day supervisors had little or no responsibility for performing these functions.

In one hospital study it was noted that turnover in personnel is affected by the type of supervision rendered.<sup>38</sup> According to the job description of the day supervisor, responsibilities which are delegated by the director of nursing service must be carried out for the fulfillment of the nursing service program. It would seem desirable if nurse administrators had less intimate control over the processing of payroll, thus freeing the nurse for more highly skilled professional activities and judgment.

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<sup>38</sup>George and Kuehn, op. cit., pp. 125-26.

Certain Departmental Non-  
nursing Functions

Housekeeping (excluding patient safety): checking cleanliness, procuring emergency janitorial service when housekeeping administrators are off duty. As noted in Table XXIX, nineteen of the forty day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty of the day supervisors who responded answered that they seldom or never performed this function. There was one day supervisor who did not answer this question.

Dietary: procuring and supervising food care when dietary department staff is off duty. Seven of the forty day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty-two of the day supervisors who responded answered that they seldom or never performed this function. There was one day supervisor who did not answer this question.

Dispensing or procuring drugs when pharmacy is closed. Twelve of the forty day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-eight of the

TABLE XXIX

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF CERTAIN DEPARTMENTAL NON-NURSING FUNCTIONS PERFORMED BY DAY SUPERVISORS OF NURSING SERVICE IN TWENTY-NINE HOSPITALS WITH 301 TO 400 BED CAPACITY

| Certain Departmental<br>Non-nursing Functions | No<br>Answer | Number of<br>Respondents | Always, Usually,<br>Often |            | Seldom,<br>Never |            |
|---|--------------|--------------------------|---------------------------|------------|------------------|------------|
|   |              |                          | Number                    | Percentage | Number           | Percentage |
| Housekeeping                                  |              |                          |                           |            |                  |            |
| Checking cleanliness                          |              |                          |                           |            |                  |            |
| Procuring emergency<br>janitorial service     | 1            | 39                       | 19                        | 48.7       | 20               | 51.3       |
| Dietary                                       |              |                          |                           |            |                  |            |
| Procuring and super-<br>vising food care      | 1            | 39                       | 7                         | 17.9       | 32               | 82.1       |
| Pharmacy                                      |              |                          |                           |            |                  |            |
| Dispensing or<br>procuring drugs              |              | 40                       | 12                        | 30.0       | 28               | 70.0       |
| Laundry                                       |              |                          |                           |            |                  |            |
| Procuring linen                               |              |                          |                           |            |                  |            |
| Checking shortages<br>and inventory           |              | 40                       | 11                        | 27.5       | 29               | 72.5       |

day supervisors who responded answered that they seldom or never performed this function.

Laundry: procuring linen, checking shortages, and inventory. Eleven of the forty day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-nine of the day supervisors who responded answered that they seldom or never performed this function.

Summary of certain departmental non-nursing functions. As noted in Table XXIX (page 149), 48.7 per cent of the day supervisors had responsibility for performing housekeeping functions. Approximately 18 per cent of the day supervisors had responsibility for performing dietary functions. Thirty per cent of the day supervisors had responsibility for performing pharmacy functions, and 27.5 per cent had responsibility for performing laundry functions.

In view of the many responsibilities delegated to the day supervisor for nursing service, these figures would seem to be significant as to the amount of time spent away from patient care units and supervision of nursing service personnel.

It is important to keep in mind that interaction between these departments is necessary for total patient care. Each person contributing to the nursing unit is a member of the team but must assume the responsibilities within the specific service rendered. Dietary service is the responsibility of the dietitian. Food care must also be coordinated closely with nursing care for satisfaction of the patient.

#### Miscellaneous Non-nursing Functions

Checking in patients' valuables. As noted in Table XXX, twelve of the forty day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-six of the day supervisors who responded answered that they seldom or never performed this function. There were two day supervisors who did not answer this question.

Checking on patients' clothing or clothing room. Twelve of the forty day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-six of the day supervisors who responded answered that they seldom or never performed this function. There were two day supervisors who did not answer this question.

TABLE XXX

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF MISCELLANEOUS NON-NURSING FUNCTIONS PERFORMED BY DAY SUPERVISORS OF NURSING SERVICE IN TWENTY-NINE HOSPITALS WITH 301 TO 400 BED CAPACITY

| Miscellaneous Non-nursing Functions               | No Answer | Number of Respondents | Always, Usually, Often |            | Seldom, Never |            |
|---|-----------|-----------------------|------------------------|------------|---------------|------------|
|   |           |                       | Number                 | Percentage | Number        | Percentage |
| Checking in patients' valuables                   | 2         | 38                    | 12                     | 31.6       | 26            | 68.4       |
| Checking on patients' clothing or clothing room   | 2         | 38                    | 12                     | 31.6       | 26            | 68.4       |
| Consolidating hospital census reports             |           | 40                    | 4                      | 10.0       | 36            | 90.0       |
| Performing routine admission office functions     |           | 40                    | 6                      | 15.0       | 34            | 85.0       |
| Issuing passes to visitors                        |           | 40                    | 4                      | 10.0       | 36            | 90.0       |
| Locking and unlocking doors                       |           | 40                    | 4                      | 10.0       | 36            | 90.0       |
| Arranging and conducting hospital tours           | 1         | 39                    | 8                      | 20.5       | 31            | 79.5       |
| Conducting drill on the use of fire extinguishers |           | 40                    | 2                      | 5.0        | 38            | 95.0       |

Consolidating hospital census reports and delivering to admission office. Thirty-six of the forty day supervisors who responded answered that they seldom or never performed this function.

Performing routine admission office functions. Six of the forty day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty-four of the day supervisors who responded answered that they seldom or never performed this function.

Issuing passes to visitors. Thirty-six of the forty day supervisors who responded answered that they seldom or never performed this function.

Locking and unlocking doors when other departments are closed such as for meetings. Thirty-six of the forty day supervisors who responded answered that they seldom or never performed this function.

Arranging and conducting hospital tours. Eight of the forty day supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty-one of the day supervisors who responded answered that they seldom or never performed

this function. There was one day supervisor who did not answer this question.

Conducting drill on use of fire extinguishers.

Thirty-eight of the forty day supervisors who responded answered that they seldom or never performed this function.

Summary of miscellaneous non-nursing functions. As noted in Table XXX (page 152), 31.6 per cent of the day supervisors had responsibility for checking in patients' valuables and checking on patients' clothing or clothing room. About 20 per cent of the day supervisors had responsibility for arranging and conducting hospital tours. Day supervisors were not markedly involved in consolidating hospital census reports, issuing passes to visitors, or locking and unlocking doors when other departments were closed such as for meetings. Also, 95 per cent stated that they had little or no responsibility for conducting drill on use of fire extinguishers.

According to the job description of the admitting officers of the hospital, one of the responsibilities as defined clearly "places patient's valuables in office safe and issues receipt."<sup>39</sup> It would seem that the nurse

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<sup>39</sup>United States Department of Labor, op. cit., p. 39.

administrator should not assume this responsibility routinely because of the legal implications and the importance of placing responsibility in the event of loss.

Because of the increased use of non-professional personnel, it would seem that patients' clothing or clothing room might be supervised by non-professional persons. It has been stated previously in the study that volunteers can be trained for the function of hospital tours, allowing visitors to see departments in action.

## XII. SUMMARY

In hospitals with 101 to 200 bed capacity, it was evident that day supervisors did have responsibility for performing non-nursing functions. The results indicated that 48 per cent of these nurse administrators had responsibility for performing housekeeping functions. Forty-six per cent of these nurse administrators had responsibility for performing pharmacy functions. Forty-three per cent had responsibility for checking in patients' valuables, and 42 per cent had responsibility for checking on patients' clothing or clothing room. About 32 per cent had responsibility for making out or checking payroll. Approximately 30 per cent had responsibility for performing laundry functions, and 22.8 per cent had responsibility for performing dietary functions.

There was significant involvement for responsibilities in all of the miscellaneous non-nursing functions. With the exception of making out or checking payroll, the day supervisors in hospitals with 101 to 200 bed capacity had little or no responsibility for performing the clerical non-nursing functions.

In hospitals with 201 to 300 bed capacity, it was also evident that day supervisors had considerable responsibility for performing non-nursing functions. Fifty-five per cent of these nurse administrators had responsibility for performing housekeeping functions. Forty-three per cent had responsibility for performing laundry functions. Thirty-one per cent had responsibility for checking on patients' clothing or clothing room. Approximately 30 per cent had responsibility for checking in patients' valuables. Twenty-eight per cent had responsibility for performing pharmacy functions, and 24.6 per cent had responsibility for making out or checking payroll.

There was again significant involvement for performing most of the miscellaneous non-nursing functions. With the exception of payroll, the day supervisors in hospitals with 201 to 300 bed capacity had little or no responsibility for performing the clerical non-nursing functions, but 21 per cent of these nurse administrators indicated that they did typing or mimeographing.

In hospitals with 301 to 400 bed capacity, 48.7 per cent of the day supervisors had responsibility for performing housekeeping functions. About 32 per cent of these nurse administrators had responsibility for checking in patients' valuables and checking on patients' clothing or clothing room. Thirty per cent had responsibility for performing pharmacy functions, and 27 per cent performed laundry functions. Twenty per cent of these nurse administrators had responsibility for arranging and conducting hospital tours. Thirty per cent of these nurse administrators had responsibility for making out or checking payroll, but it was indicated by the responses that the day supervisors had little or no responsibility for performing the clerical non-nursing functions.

It became evident by the responses of the day supervisors that these nurse administrators, with the exception of some clerical non-nursing functions, had increased responsibilities for performing the non-nursing functions in the study in comparison with the directors and the associate or assistant directors of nursing service.

The gradual decrease in performance of the non-nursing functions as the hospitals increased in size was not apparent in the day supervisors' responses. This might indicate that the day supervisor was expected to

perform the non-nursing functions and was not able to relinquish the degree of involvement because of her responsibility to patient care.

XIII. NON-NURSING FUNCTIONS PERFORMED BY EVENING  
SUPERVISORS OF NURSING SERVICE IN HOSPITALS  
WITH 101 TO 200 BED CAPACITY

Clerical Non-nursing Functions

Clerical work in making out or checking payroll.

As noted in Table XXXI, eight of the eighty-three evening supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Seventy-four of the evening supervisors who responded answered that they seldom or never performed this function. There was one evening supervisor who did not answer this question.

Computing evening and night duty differential.

Eighty-two of the evening supervisors who responded answered that they seldom or never performed this function. There was one evening supervisor who did not answer this question.

TABLE XXXI

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF CLERICAL NON-NURSING FUNCTIONS PERFORMED BY EVENING SUPERVISORS OF NURSING SERVICE IN NINETY-FIVE HOSPITALS WITH 101 TO 200 BED CAPACITY

| Clerical<br>Non-nursing Functions                            | No<br>Answer | Number of<br>Respondents | Always, Usually,<br>Often |            | Seldom,<br>Never |            |
|--|--------------|--------------------------|---------------------------|------------|------------------|------------|
|  |              |                          | Number                    | Percentage | Number           | Percentage |
| Making out or<br>checking payroll                            | 1            | 82                       | 8                         | 9.8        | 74               | 90.2       |
| Computing evening and<br>night duty differ-<br>ential        | 1            | 82                       | 0                         | 0          | 82               | 100.0      |
| Processing new<br>employee forms                             | 2            | 81                       | 1                         | 1.2        | 80               | 98.8       |
| Processing terminal<br>employee forms and<br>payroll entries | 2            | 81                       | 2                         | 2.5        | 79               | 97.5       |
| Processing salary<br>increases                               | 1            | 82                       | 0                         | 0          | 82               | 100.0      |
| Processing salary<br>adjustments and<br>prorating salaries   | 2            | 81                       | 0                         | 0          | 81               | 100.0      |
| Typing or<br>mimeographing                                   | 1            | 82                       | 9                         | 11.0       | 73               | 89.0       |

Clerical work in processing new employee forms.

Eighty of the eighty-three evening supervisors who responded answered that they seldom or never performed this function. There were two evening supervisors who did not answer this question.

Clerical work in processing terminal employee forms

and payroll entries. Seventy-nine of the eighty-three evening supervisors who responded answered that they seldom or never performed this function. There were two evening supervisors who did not answer this question.

Clerical work in processing salary increases. This

did not include selection or determination of who got salary increases. Eighty-two of the eighty-three evening supervisors who responded answered that they seldom or never performed this function. There was one evening supervisor who did not answer this question.

Clerical work in processing salary adjustments and

prorating salaries. Eighty-one of the eighty-three evening supervisors who responded answered that they seldom or never performed this function. There were two evening supervisors who did not answer this question.

Typing or mimeographing. Nine of the eighty-three evening supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Seventy-three of the evening supervisors who responded answered that they seldom or never performed this function. There was one evening supervisor who did not answer this question.

Summary of clerical non-nursing functions. According to Table XXXI (page 159), the findings indicated that the evening supervisors had few responsibilities for performing non-nursing clerical functions. Evening supervisors were not expected to compute evening and night duty salary differential, process salary increases, or salary adjustments. The responses also indicated that only 9.8 per cent of the evening supervisors had responsibility for making out or checking payroll. Nine of the eighty-two evening supervisors (11 per cent) stated that they had responsibility for typing or mimeographing. This was the highest percentage for performance of clerical non-nursing functions.

Certain Departmental Non-  
nursing Functions

Housekeeping (excluding patient safety): checking cleanliness, procuring emergency janitorial service when housekeeping administrators are off duty. As noted in Table XXXII, twenty-seven of the eighty-three evening supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Fifty-four of the evening supervisors who responded answered that they seldom or never performed this function. There were two evening supervisors who did not answer this question.

Dietary: procuring and supervising food care when dietary department staff is off duty. Twenty of the eighty-three evening supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Sixty-two of the evening supervisors who responded answered that they seldom or never performed this function. There was one evening supervisor who did not answer this question.

Dispensing or procuring drugs when pharmacy is closed. Seventy-five of the eighty-three evening supervisors who responded answered that they always, usually,

TABLE XXXII

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF CERTAIN DEPARTMENTAL NON-NURSING FUNCTIONS PERFORMED BY EVENING SUPERVISORS OF NURSING SERVICE IN NINETY-FIVE HOSPITALS WITH 101 TO 200 BED CAPACITY

| Certain Departmental<br>Non-nursing Functions | No<br>Answer | Number of<br>Respondents | Always, Usually<br>Often |            | Seldom,<br>Never |            |
|---|--------------|--------------------------|--------------------------|------------|------------------|------------|
|   |              |                          | Number                   | Percentage | Number           | Percentage |
| Housekeeping                                  |              |                          |                          |            |                  |            |
| Checking cleanliness                          |              |                          |                          |            |                  |            |
| Procuring emergency<br>janitorial service     | 2            | 81                       | 27                       | 33.3       | 54               | 66.7       |
| Dietary                                       |              |                          |                          |            |                  |            |
| Procuring and super-<br>vising food care      | 1            | 82                       | 20                       | 24.4       | 62               | 75.6       |
| Pharmacy                                      |              |                          |                          |            |                  |            |
| Dispensing or<br>procuring drugs              | 2            | 81                       | 75                       | 92.6       | 6                | 7.4        |
| Laundry                                       |              |                          |                          |            |                  |            |
| Procuring linen                               |              |                          |                          |            |                  |            |
| Checking shortages<br>and inventory           | 3            | 80                       | 26                       | 32.5       | 54               | 67.5       |

or often had responsibility for performing this function. Six of the evening supervisors who responded answered that they seldom or never performed this function. There were two evening supervisors who did not answer this question.

Laundry: procuring linen, checking shortages, and inventory. Twenty-six of the eighty-three evening supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Fifty-four of the evening supervisors who responded answered that they seldom or never performed this function. There were three evening supervisors who did not answer this question.

Summary of certain departmental non-nursing functions. According to Table XXXII (page 163), the results indicated that the evening supervisors had considerable responsibility for performing these non-nursing functions. About 93 per cent of the evening supervisors indicated by their responses that they had responsibility for performing pharmacy functions. Thirty-three per cent of the evening supervisors indicated that they had responsibility for performing housekeeping functions, and 32 per cent of the evening supervisors indicated that they had responsibility for performing laundry functions, while 24 per cent

of the evening supervisors stated that they had responsibility for performing dietary services.

Elizabeth S. Betterman stated that, although the first responsibility is patient care, the evening supervisor dispenses drugs when the pharmacy is closed.<sup>40</sup> It would appear that this function is approved by the hospital administrator. Although there are certain managerial duties assigned to the evening supervisor, housekeeping personnel are dependent on their own supervisors to guide and lead them. It is desirable that housekeepers meet the problems of the day and know how to prevent problem situations.<sup>41</sup> It has been stated that the primary purpose of the hospital is the care of the sick, and laundry service is of psychological importance. The degree of success of any departmental operation is dependent upon the quality of the personnel in charge of the respective department. Control and distribution of linen are considered to be the responsibility of the linen department.<sup>42</sup> It was of importance to note that the evening supervisors did have

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<sup>40</sup>Elizabeth S. Betterman, "The Evening Supervisor in a Medium-sized Hospital," American Journal of Nursing, 57:447-48, April, 1957.

<sup>41</sup>Barbara D. Mills, "A Training Program for Housekeepers," The Modern Hospital, 90:120-22, February, 1958.

<sup>42</sup>Philip L. Wisdom, "It's All in the Controls," Hospitals, 29:128-32, May, 1955.

responsibility for performing these functions, and it was significant that 92 per cent of these nurse administrators performed pharmacy functions.

#### Miscellaneous Non-nursing Functions

Checking in patients' valuables. As noted in Table XXXIII, thirty-six of the eighty-three evening supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Forty-six of the evening supervisors who responded answered that they seldom or never performed this function. There was one evening supervisor who did not answer this question.

Checking on patients' clothing or clothing room. Nineteen of the eighty-three evening supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Sixty-three of the evening supervisors who responded answered that they seldom or never performed this function. There was one evening supervisor who did not answer this question.

Consolidating hospital census reports and delivering to admission office. Nineteen of the eighty-three evening supervisors who responded answered that they

TABLE XXXIII

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF MISCELLANEOUS NON-NURSING FUNCTIONS PERFORMED BY EVENING SUPERVISORS OF NURSING SERVICE IN NINETY-FIVE HOSPITALS WITH 101 TO 200 BED CAPACITY

| Miscellaneous Non-nursing Functions             | No Answer | Number of Respondents | Always, Usually, Often |            | Seldom, Never |            |
|---|-----------|-----------------------|------------------------|------------|---------------|------------|
|   |           |                       | Number                 | Percentage | Number        | Percentage |
| Checking in patients' valuables                 | 1         | 82                    | 36                     | 44.0       | 46            | 56.0       |
| Checking on patients' clothing or clothing room | 1         | 82                    | 19                     | 23.2       | 63            | 76.8       |
| Consolidating hospital census reports           | 2         | 81                    | 19                     | 23.5       | 62            | 76.5       |
| Performing routine admission office functions   | 1         | 82                    | 35                     | 42.5       | 47            | 57.3       |
| Issuing passes to visitors                      | 1         | 82                    | 20                     | 24.4       | 62            | 75.6       |
| Locking and unlocking doors                     | 1         | 82                    | 36                     | 43.9       | 46            | 56.1       |
| Arranging and conducting hospital tours         | 1         | 82                    | 4                      | 4.9        | 78            | 95.1       |
| Conducting drill on use of fire extinguishers   | 3         | 80                    | 6                      | 7.5        | 74            | 92.5       |

always, usually, or often had responsibility for performing this function. Sixty-two of the evening supervisors who responded answered that they seldom or never performed this function. There were two evening supervisors who did not answer this question.

Performing routine admission office functions.

Thirty-five of the eighty-three evening supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Forty-seven of the evening supervisors who responded answered that they seldom or never performed this function. There was one evening supervisor who did not answer this question.

Issuing passes to visitors. Twenty of the eighty-three evening supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Sixty-two of the evening supervisors who responded answered that they seldom or never performed this function. There was one evening supervisor who did not answer this question.

Locking and unlocking doors when other departments are closed such as for meetings. Thirty-six of the eighty-three evening supervisors who responded answered that they always, usually, or often had responsibility for

performing this function. Forty-six of the evening supervisors who responded answered that they seldom or never performed this function. There was one evening supervisor who did not answer this question.

Arranging and conducting hospital tours. Seventy-eight of the evening supervisors who responded answered that they seldom or never performed this function. There was one evening supervisor who did not answer this question.

Conducting drill on use of fire extinguishers. Six of the eighty-three evening supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Seventy-four of the evening supervisors who responded answered that they seldom or never performed this function. There were three evening supervisors who did not answer this question.

Summary of miscellaneous non-nursing functions. According to Table XXXIII (page 167), 44 per cent of the evening supervisors had responsibility for checking in patients' valuables. Approximately 44 per cent had responsibility for locking and unlocking doors when other departments were closed, such as for meetings. Forty-two per cent of these administrators had responsibility for

performing routine admission office functions, and 24 per cent had responsibility for issuing passes to visitors. The evening supervisors had little or no responsibility for arranging and conducting hospital tours or conducting drill on use of fire extinguishers.

Despite the nursing administrative responsibilities of the evening supervisor, it is implied in Table XXXIII (page 167) that these nurse administrators were expected to spend a considerable allotment of their time in performing miscellaneous non-nursing functions in the study. The job description has indicated that evening supervisors must be closely allied to patient units for the fulfillment of the nursing program.

It has been stated that mental and emotional problems in patient care manifest themselves more deeply in the evening. Apprehension often increases in the evening, and defenses are at a low ebb, allowing new symptoms to appear and old symptoms to appear magnified.<sup>43</sup>

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<sup>43</sup>Kathryn D. Severson, "The Evening Supervisor in a Small Hospital," American Journal of Nursing, 57:449, April, 1957.

XIV. NON-NURSING FUNCTIONS PERFORMED BY EVENING  
SUPERVISORS OF NURSING SERVICE IN HOSPITALS  
WITH 201 TO 300 BED CAPACITY

Clerical Non-nursing Functions

Clerical work in making out or checking payroll.

As noted in Table XXXIV, thirty-nine of the forty-two evening supervisors who responded answered that they seldom or never performed this function. There was one evening supervisor who did not answer this question.

Computing evening and night duty differential.

Forty of the forty-two evening supervisors who responded answered that they seldom or never performed this function. There was one evening supervisor who did not answer this question.

Clerical work in processing new employee forms.

Forty-one of the forty-two evening supervisors who responded answered that they seldom or never performed this function.

Clerical work in processing terminal employee forms and payroll entries. Forty of the forty-two evening supervisors who responded answered that they seldom or

TABLE XXXIV

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF CLERICAL NON-NURSING FUNCTIONS PERFORMED BY EVENING SUPERVISORS OF NURSING SERVICE IN FORTY-TWO HOSPITALS WITH 201 TO 300 BED CAPACITY

| Clerical<br>Non-nursing Functions                            | No<br>Answer | Number of<br>Respondents | Always, Usually,<br>Often |            | Seldom,<br>Never |            |
|--|--------------|--------------------------|---------------------------|------------|------------------|------------|
|  |              |                          | Number                    | Percentage | Number           | Percentage |
| Making out or<br>checking payroll                            | 1            | 41                       | 2                         | 4.9        | 39               | 95.1       |
| Computing evening and<br>night duty differ-<br>ential        | 1            | 41                       | 1                         | 2.4        | 40               | 97.6       |
| Processing new<br>employee forms                             |              | 42                       | 1                         | 2.4        | 41               | 97.6       |
| Processing terminal<br>employee forms and<br>payroll entries | 1            | 41                       | 1                         | 2.4        | 40               | 97.6       |
| Processing salary<br>increases                               |              | 42                       | 1                         | 2.4        | 41               | 97.6       |
| Processing salary<br>adjustments and<br>prorating salaries   |              | 42                       | 0                         | 0          | 42               | 100.0      |
| Typing or<br>mimeographing                                   |              | 42                       | 2                         | 4.8        | 40               | 95.2       |

never performed this function. There was one evening supervisor who did not answer this question.

Clerical work in processing salary increases. This did not include selection or determination of who got salary increases. Forty-one of the forty-two evening supervisors who responded answered that they seldom or never performed this function.

Clerical work in processing salary adjustments and prorating salaries. All of the forty-two evening supervisors who responded answered that they seldom or never performed this function.

Typing or mimeographing. Forty of the forty-two evening supervisors who responded answered that they seldom or never performed this function.

Summary of clerical non-nursing functions. According to Table XXXIV (page 172), the degree to which evening supervisors were involved in responsibilities for performing clerical non-nursing functions was not significant. Only two of the forty-one evening supervisors (4.9 per cent) had responsibility for making out or checking payroll. In the remaining categories of clerical non-nursing functions, it was evident by the responses that these

nurse administrators seldom or never performed these functions.

Certain Departmental Non-  
nursing Functions

Housekeeping (excluding patient safety): checking cleanliness, procuring emergency janitorial service when housekeeping administrators are off duty. As noted in Table XXXV, twenty-two of the forty-two evening supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty of the evening supervisors who responded answered that they seldom or never performed this function.

Dietary: procuring and supervising food care when dietary department staff is off duty. Twelve of the forty-two evening supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty of the evening supervisors who responded answered that they seldom or never performed this function.

Dispensing or procuring drugs when pharmacy is closed. Forty-one of the forty-two evening supervisors

TABLE XXXV

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF CERTAIN DEPARTMENTAL NON-NURSING FUNCTIONS PERFORMED BY EVENING SUPERVISORS OF NURSING SERVICE IN FORTY-TWO HOSPITALS WITH 201 TO 300 BED CAPACITY

| Certain Departmental<br>Non-nursing Functions | No<br>Answer | Number of<br>Respondents | Always, Usually,<br>Often | Number | Percentage | Seldom,<br>Never | Number | Percentage |
|---|--------------|--------------------------|---------------------------|--------|------------|------------------|--------|------------|
| Housekeeping                                  |              |                          |                           |        |            |                  |        |            |
| Checking cleanliness                          |              | 42                       | 22                        | 52.4   | 20         | 47.6             |        |            |
| Procuring emergency<br>janitorial service     |              |                          |                           |        |            |                  |        |            |
| Dietary                                       |              |                          |                           |        |            |                  |        |            |
| Procuring and super-<br>vising food care      |              | 42                       | 12                        | 28.6   | 30         | 71.4             |        |            |
| Pharmacy                                      |              |                          |                           |        |            |                  |        |            |
| Dispensing or<br>procuring drugs              |              | 42                       | 41                        | 97.6   | 1          | 2.4              |        |            |
| Laundry                                       |              |                          |                           |        |            |                  |        |            |
| Procuring linen                               |              |                          |                           |        |            |                  |        |            |
| Checking shortages<br>and inventory           |              | 42                       | 16                        | 38.1   | 26         | 61.9             |        |            |

who responded answered that they always, usually, or often had responsibility for performing this function.

Laundry: procuring linen, checking shortages, and inventory. Sixteen of the forty-two evening supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-six of the evening supervisors who responded answered that they seldom or never performed this function.

Summary of certain departmental non-nursing functions. According to Table XXXV (page 175), 97.6 per cent of the evening supervisors indicated that they had responsibility for performing pharmacy functions. Fifty-two per cent of the evening supervisors had responsibility for performing housekeeping functions. Thirty-eight per cent of the evening supervisors had responsibility for performing laundry functions, and 28.6 per cent of these nurse administrators had responsibility for performing dietary functions.

Nurse administrators need to be cognizant of trends in hospital practice and the legal responsibilities which affect professional nurses. Michigan state law has clarified the role of the professional nurse in obtaining drugs from the pharmacy when the pharmacist is not on duty. It

is stated that drug items which have been received, compounded, labeled, dispensed, or prepared for administration by or under the supervision of the pharmacist-in-charge may be procured by nurses under rules and procedures approved by the hospital administrator upon the recommendation of the pharmacist in charge.<sup>44</sup>

It would seem to be apparent that evening supervisors are expected to supervise personnel assigned in other departments. Herman Finer stated that nurse administrators must "watch for signs of poor service" and should "evaluate the services of the ward as a whole."<sup>45</sup> This would insure the supervisors' time on duty being expended on nursing supervision.

#### Miscellaneous Non-nursing Functions

Checking in patients' valuables. As noted in Table XXXVI, thirteen of the forty-two evening supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-nine of the evening supervisors who responded answered that they seldom or never performed this function.

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<sup>44</sup>Roger B. Nelson, "Nurse's Role in Pharmacy Clarified by Michigan Rule," Hospitals, 31:87, January, 1957.

<sup>45</sup>Herman Finer, Administration and the Nursing Services (New York: The Macmillan Company, 1952), p. 179.

TABLE XXXVI

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF MISCELLANEOUS NON-NURSING FUNCTIONS PERFORMED BY EVENING SUPERVISORS OF NURSING SERVICE IN FORTY-TWO HOSPITALS WITH 201 TO 300 BED CAPACITY

| Miscellaneous Non-nursing Functions             | No Answer | Number of Respondents | Always, Usually, Often |            | Seldom, Never |            |
|---|-----------|-----------------------|------------------------|------------|---------------|------------|
|   |           |                       | Number                 | Percentage | Number        | Percentage |
| Checking in patients' valuables                 |           | 42                    | 13                     | 30.9       | 29            | 69.1       |
| Checking on patients' clothing or clothing room |           | 42                    | 5                      | 11.9       | 37            | 88.1       |
| Consolidating hospital census reports           | 1         | 41                    | 8                      | 19.5       | 33            | 80.5       |
| Performing routine admission office functions   |           | 42                    | 8                      | 19.0       | 34            | 81.0       |
| Issuing passes to visitors                      | 1         | 41                    | 15                     | 36.5       | 26            | 63.4       |
| Locking and unlocking doors                     |           | 42                    | 23                     | 54.8       | 19            | 45.2       |
| Arranging and conducting hospital tours         |           | 42                    | 2                      | 4.8        | 40            | 95.2       |
| Conducting drill on use of fire extinguishers   |           | 42                    | 0                      | 0          | 42            | 100.0      |

Checking on patients' clothing or clothing room.

Five of the forty-two evening supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty-seven of the evening supervisors who responded answered that they seldom or never performed this function.

Consolidating hospital census reports and delivering to admission office.

Eight of the forty-two evening supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty-three of the evening supervisors who responded answered that they seldom or never performed this function. There was one evening supervisor who did not answer this question.

Performing routine admission office functions.

Eight of the forty-two evening supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty-four of the evening supervisors who responded answered that they seldom or never performed this function.

Issuing passes to visitors. Fifteen of the forty-two evening supervisors who responded answered that they

always, usually, or often had responsibility for performing this function. Twenty-six of the evening supervisors who responded answered that they seldom or never performed this function. There was one evening supervisor who did not answer this question.

Locking and unlocking doors when other departments are closed such as for meetings. Twenty-three of the forty-two evening supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Nineteen of the evening supervisors who responded answered that they seldom or never performed this function.

Arranging and conducting hospital tours. Forty of the forty-two evening supervisors who responded answered that they seldom or never performed this function.

Conducting drill on use of fire extinguishers. All of the forty-two evening supervisors who responded answered that they seldom or never performed this function.

Summary of miscellaneous non-nursing functions. According to Table XXXVI (page 178), 54.8 per cent of the evening supervisors indicated that they had responsibility

for locking and unlocking doors when other departments were closed such as for meetings. Thirty-six per cent of the evening supervisors indicated that they had responsibility for issuing passes to visitors, and 30.9 per cent of these nurse administrators indicated that they had responsibility for checking in patients' valuables.

It would appear that strengths and weaknesses of supervision might be determined somewhat by the amount of time available for nursing supervision on the assigned patient units. Established standards of nursing service need to be maintained. Emergencies and staffing shortages make unpredictable demands on the supervisor's availability. Conflicts arise when time is not sufficient for performing job expectations.

. . . new forms of treatment, early ambulation, short hospital stays, and changing concepts of hospital responsibility for total health care have multiplied the nursing tasks per patient day and increased their complexity.<sup>46</sup>

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<sup>46</sup>George and Kuehn, op. cit., p. 3.

XV. NON-NURSING FUNCTIONS PERFORMED BY EVENING  
SUPERVISORS OF NURSING SERVICE IN HOSPITALS  
WITH 301 TO 400 BED CAPACITY

Clerical Non-nursing Functions

Clerical work in making out or checking payroll.

As noted in Table XXXVII, twenty-nine of the thirty-two evening supervisors who responded answered that they seldom or never performed this function.

Computing evening and night duty differential.

Thirty-one of the thirty-two evening supervisors who responded answered that they seldom or never performed this function.

Clerical work in processing new employee forms.

Thirty-one of the thirty-two evening supervisors who responded answered that they seldom or never performed this function.

Clerical work in processing terminal employee forms and payroll entries. Thirty-one of the thirty-two evening supervisors who responded answered that they seldom or never performed this function.

TABLE XXXVII

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF CLERICAL NON-NURSING FUNCTIONS PERFORMED BY EVENING SUPERVISORS OF NURSING SERVICE IN TWENTY-NINE HOSPITALS WITH 301 TO 400 BED CAPACITY

| Clerical<br>Non-nursing Functions                            | No<br>Answer | Number of<br>Respondents | Always, Usually,<br>Often |            | Seldom,<br>Never |            |
|--|--------------|--------------------------|---------------------------|------------|------------------|------------|
|  |              |                          | Number                    | Percentage | Number           | Percentage |
| Making out or<br>checking payroll                            |              | 32                       | 3                         | 9.4        | 29               | 90.6       |
| Computing evening and<br>night duty differ-<br>ential        |              | 32                       | 1                         | 3.1        | 31               | 96.9       |
| Processing new<br>employee forms                             |              | 32                       | 1                         | 3.1        | 31               | 96.9       |
| Processing terminal<br>employee forms and<br>payroll entries |              | 32                       | 1                         | 3.1        | 31               | 96.9       |
| Processing salary<br>increases                               |              | 32                       | 0                         | 0          | 32               | 100.0      |
| Processing salary<br>adjustments and<br>prorating salaries   |              | 32                       | 0                         | 0          | 32               | 100.0      |
| Typing or<br>mimeographing                                   | 1            | 31                       | 3                         | 9.7        | 28               | 90.3       |

Clerical work in processing salary increases. This did not include selection or determination of who got salary increases. All of the thirty-two evening supervisors who responded answered that they seldom or never performed this function.

Clerical work in processing salary adjustments and prorating salaries. All of the thirty-two evening supervisors who responded answered that they seldom or never performed this function.

Typing or mimeographing. Twenty-eight of the thirty-two evening supervisors who responded answered that they seldom or never performed this function. There was one evening supervisor who did not answer this question.

Summary of clerical non-nursing functions. According to Table XXXVII (page 183), it was indicated by the responses that evening supervisors were not expected to perform clerical non-nursing functions. Only 9 per cent of these nurse administrators had responsibility for making out or checking payroll. In all of the remaining clerical non-nursing functions, the evening supervisors indicated by their responses that they seldom or never performed this work. It became obvious in the study that

nurse administrators on day duty assumed most of this responsibility.

Certain Departmental Non-  
nursing Functions

Housekeeping (excluding patient safety): checking cleanliness, procuring emergency janitorial service when housekeeping administrators are off duty. As noted in Table XXXVIII, sixteen of the thirty-two evening supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Sixteen of the evening supervisors who responded answered that they seldom or never performed this function.

Dietary: procuring and supervising food care when dietary department staff is off duty. Nine of the thirty-two evening supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-three of the evening supervisors who responded answered that they seldom or never performed this function.

Dispensing or procuring drugs when pharmacy is closed. Twenty-six of the thirty-two evening supervisors who responded answered that they always, usually, or often

TABLE XXXVIII

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF CERTAIN DEPARTMENTAL NON-NURSING FUNCTIONS PERFORMED BY EVENING SUPERVISORS OF NURSING SERVICE IN TWENTY-NINE HOSPITALS WITH 301 TO 400 BED CAPACITY

| Certain Departmental<br>Non-nursing Functions | No<br>Answer | Number of<br>Respondents | Always, Usually,<br>Often |            | Seldom,<br>Never |            |
|---|--------------|--------------------------|---------------------------|------------|------------------|------------|
|   |              |                          | Number                    | Percentage | Number           | Percentage |
| Housekeeping                                  |              |                          |                           |            |                  |            |
| Checking cleanliness                          |              |                          |                           |            |                  |            |
| Procuring emergency<br>janitorial service     |              | 32                       | 16                        | 50.0       | 16               | 50.0       |
| Dietary                                       |              |                          |                           |            |                  |            |
| Procuring and super-<br>vising food care      |              | 32                       | 9                         | 28.1       | 23               | 71.9       |
| Pharmacy                                      |              |                          |                           |            |                  |            |
| Dispensing or<br>procuring drugs              |              | 32                       | 26                        | 81.3       | 6                | 18.7       |
| Laundry                                       |              |                          |                           |            |                  |            |
| Procuring linen                               |              |                          |                           |            |                  |            |
| Checking shortages<br>and inventory           |              | 32                       | 17                        | 53.1       | 15               | 46.9       |

had responsibility for performing this function. Six of the evening supervisors who responded answered that they seldom or never performed this function.

Laundry: procuring linen, checking shortages, and inventory. Seventeen of the thirty-two evening supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Fifteen of the evening supervisors who responded answered that they seldom or never performed this function.

Summary of certain departmental non-nursing functions. According to Table XXXVIII (page 186), 81 per cent of the evening supervisors had responsibility for performing pharmacy functions. Fifty-three per cent of these nurse administrators had responsibility for performing laundry functions, and 50 per cent of these nurse administrators had responsibility for performing housekeeping functions.

It might seem that some conflict concerning the performance of duties might arise between the supervisor and the employee being supervised.

The heart of the problem of supervision is found in the complicated relationship of supervisor and

"supervisee" in a free society in which employees are highly mobile.<sup>47</sup>

Herman Finer also stated that one of the main functions of the nurse administrator concerns asking the "supervisee" for suggestions and actions tending to improvement of supervision.<sup>48</sup>

In the four categories of departmental non-nursing functions, it was apparent that evening supervisors had considerable responsibility for performing these functions. As noted in Table XXXVIII (page 186), the highest percentage (81 per cent) was in responsibility for pharmacy functions.

#### Miscellaneous Non-nursing Functions

Checking in patients' valuables. As noted in Table XXXIX, ten of the thirty-two evening supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-one of the evening supervisors who responded answered that they seldom or never performed this function. There was one evening supervisor who did not answer this question.

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<sup>47</sup>Yoder, op. cit., p. 321.

<sup>48</sup>Finer, loc. cit.

TABLE XXXIX

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF MISCELLANEOUS NON-NURSING FUNCTIONS PERFORMED BY EVENING SUPERVISORS OF NURSING SERVICE IN TWENTY-NINE HOSPITALS WITH 301 TO 400 BED CAPACITY

| Miscellaneous Non-nursing Functions             | No Answer | Number of Respondents | Always, Usually, Often |            | Seldom, Never |            |
|---|-----------|-----------------------|------------------------|------------|---------------|------------|
|   |           |                       | Number                 | Percentage | Number        | Percentage |
| Checking in patients' valuables                 | 1         | 31                    | 10                     | 32.3       | 21            | 67.7       |
| Checking on patients' clothing or clothing room |           | 32                    | 8                      | 25.0       | 24            | 75.0       |
| Consolidating hospital census reports           |           | 32                    | 4                      | 12.5       | 28            | 87.5       |
| Performing routine admission office functions   |           | 32                    | 7                      | 21.9       | 25            | 78.1       |
| Issuing passes to visitors                      | 1         | 31                    | 10                     | 32.3       | 21            | 67.7       |
| Locking and unlocking doors                     | 1         | 31                    | 13                     | 41.9       | 18            | 58.1       |
| Arranging and conducting hospital tours         |           | 32                    | 2                      | 6.3        | 30            | 93.7       |
| Conducting drill on use of fire extinguishers   |           | 32                    | 2                      | 6.3        | 30            | 93.7       |

Checking on patients' clothing or clothing room.

Eight of the thirty-two evening supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-four of the evening supervisors who responded answered that they seldom or never performed this function.

Consolidating hospital census reports and delivering to admission office. Twenty-eight of the thirty-two evening supervisors who responded answered that they seldom or never performed this function.

Performing routine admission office functions.

Seven of the thirty-two evening supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-five of the evening supervisors who responded answered that they seldom or never performed this function.

Issuing passes to visitors. Ten of the thirty-two evening supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-one of the evening supervisors who responded answered that they seldom or never performed this function. There was one evening supervisor who did not answer this question.

Locking and unlocking doors when other departments are closed such as for meetings. Thirteen of the thirty-two evening supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Eighteen of the evening supervisors who responded answered that they seldom or never performed this function. There was one evening supervisor who did not answer this question.

Arranging and conducting hospital tours. Thirty of the thirty-two evening supervisors who responded answered that they seldom or never performed this function.

Conducting drill on use of fire extinguishers. Thirty of the thirty-two evening supervisors who responded answered that they seldom or never performed this function.

Summary of miscellaneous non-nursing functions. According to Table XXXIX (page 189), 41.9 per cent of the evening supervisors had responsibility for locking and unlocking doors when other departments were closed, such as for meetings. Thirty-two per cent of the evening supervisors indicated that they had responsibility for checking in patients' valuables and issuing passes to visitors. Twenty-five per cent of the evening supervisors

indicated that they had responsibility for checking on patients' clothing or clothing room. About 94 per cent of the evening supervisors indicated that they had little or no responsibility for arranging and conducting hospital tours or conducting drill on use of fire extinguishers.

It was emphasized in one study of nursing functions in hospitals that many questions have been raised concerning reassignment of functions now performed by nursing personnel. The study also threw into focus the fact that "improved utilization of personnel cannot be attained unless improved and simplified work methods are devised."<sup>49</sup>

As the supervisor analyzes special problems relating to the hospital, it would appear evident that some thought be given to the uneconomical use of the evening supervisor's time in performing these functions.

#### XVI. SUMMARY

In hospitals with 101 to 200 bed capacity, the evening supervisors were not significantly involved in performing the clerical non-nursing functions.

Evening supervisors had considerable responsibility for performing the non-nursing functions in the four

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<sup>49</sup>George and Kuehn, op. cit., p. vi.

hospital departments and the miscellaneous non-nursing functions in the study.

It was clearly indicated by the responses that responsibility for pharmacy functions when pharmacy personnel were off duty demanded more of the evening supervisor's time than did any of the other non-nursing functions performed. The responses indicated that 92.6 per cent of the evening supervisors had responsibility for performing this function. It was of interest to note that 43.9 per cent of the evening supervisors had responsibility for locking and unlocking doors when other departments were closed, such as for meetings. Forty-four per cent of the evening supervisors had responsibility for checking in patients' valuables, and 42 per cent of these nurse administrators had responsibility for performing routine admission office functions. The housekeeping and laundry departments expected evening supervisors to absorb responsibility. Thirty-three per cent of the evening supervisors had responsibility for housekeeping functions, and 32 per cent had responsibility for laundry functions. Responses indicated that 24 per cent of the evening supervisors had responsibility for performing dietary functions. Twenty-four per cent of the evening supervisors had responsibility for issuing passes to visitors, and 23 per cent of these nurse administrators indicated that

they had responsibility for checking on patients' clothing or clothing room and consolidating hospital census reports.

In hospitals with 201 to 300 bed capacity, it was evident by the responses that evening supervisors were not significantly involved in performing the clerical non-nursing functions in the study. It was apparent, however, that these nurse administrators were quite involved in responsibility for performing the non-nursing functions for other departments and for performing some of the miscellaneous non-nursing functions.

The highest percentage (97.6 per cent) was in performing functions for the pharmacy department. In addition to this departmental responsibility, the responses indicated that 52 per cent of the evening supervisors had responsibility for performing housekeeping functions, 38 per cent of these nurse administrators had responsibility for performing laundry functions, and 28.6 per cent had responsibility for performing dietary functions.

Fifty-five per cent of the evening supervisors had responsibility for locking and unlocking doors for other departments. About 31 per cent of the evening supervisors had responsibility for checking in patients' valuables, and 36 per cent had responsibility for issuing passes to visitors.

It is of importance to note that most of these percentages indicate an increase in the performance of non-nursing functions as the hospitals increased in bed capacity.

In hospitals with 301 to 400 bed capacity the results indicated again that evening supervisors were not significantly involved in performing the clerical non-nursing functions.

There was a reduction in responsibility for performing pharmacy functions, although 81 per cent of the evening supervisors indicated that they had responsibility for performing pharmacy functions. Responsibilities for performing functions for other departments remained significant in percentage which indicated that it was obvious that evening supervisors had responsibility for performing these functions. Responses showed that 53 per cent of the evening supervisors had responsibility for performing laundry functions, 50 per cent of the evening supervisors had responsibility for performing housekeeping functions, and 28 per cent had responsibility for performing dietary functions.

About 42 per cent of the evening supervisors had responsibility for locking and unlocking doors for other departments, and 32 per cent of the evening supervisors had responsibility for issuing passes to visitors and

checking in patients' valuables. Twenty-five per cent of these nurse administrators had responsibility for checking on patients' clothing or clothing room.

It might be said that, despite the increase of bed capacity of the hospitals in the study, with the exception of clerical non-nursing functions, evening supervisors maintained a consistent pattern of significant degree of involvement for performing non-nursing functions.

XVII. NON-NURSING FUNCTIONS PERFORMED BY NIGHT  
SUPERVISORS OF NURSING SERVICE IN HOSPITALS  
WITH 101 TO 200 BED CAPACITY

Clerical Non-nursing Functions

Clerical work in making out or checking payroll.

As noted in Table XL, eleven of the eighty-one night supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Seventy of the evening supervisors who responded answered that they seldom or never performed this function.

Computing evening and night duty differential.

Seventy-seven of the eighty-one night supervisors who responded answered that they seldom or never performed

TABLE XL

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF CLERICAL NON-NURSING FUNCTIONS PERFORMED BY NIGHT SUPERVISORS OF NURSING SERVICE IN NINETY-FIVE HOSPITALS WITH 101 TO 200 BED CAPACITY

| Non-nursing Functions                                  | No Answer | Number of Respondents | Always, Usually, Often |            | Seldom, Never |            |
|--|-----------|-----------------------|------------------------|------------|---------------|------------|
|  |           |                       | Number                 | Percentage | Number        | Percentage |
| Making out or checking payroll                         |           | 81                    | 11                     | 13.6       | 70            | 86.4       |
| Computing evening and night duty differential          | 1         | 80                    | 3                      | 3.7        | 77            | 96.3       |
| Processing new employee forms                          |           | 81                    | 0                      | 0          | 81            | 100.0      |
| Processing terminal employee forms and payroll entries |           | 81                    | 2                      | 2.5        | 79            | 97.5       |
| Processing salary increases                            | 1         | 80                    | 1                      | 1.3        | 79            | 98.7       |
| Processing salary adjustments and prorating salaries   |           | 81                    | 1                      | 1.2        | 80            | 98.8       |
| Typing or mimeographing                                |           | 81                    | 13                     | 16.0       | 68            | 84.0       |

this function. There was one night supervisor who did not answer this question.

Clerical work in processing new employee forms.

All of the eighty-one night supervisors who responded answered that they seldom or never performed this function.

Clerical work in processing terminal employee forms and payroll entries. Seventy-nine of the eighty-one night supervisors who responded answered that they seldom or never performed this function.

Clerical work in processing salary increases. This did not include selection or determination of who got salary increases. Seventy-nine of the eighty-one night supervisors who responded answered that they seldom or never performed this function. There was one night supervisor who did not answer this question.

Clerical work in processing salary adjustments and prorating salaries. Eighty of the eighty-one night supervisors who responded answered that they seldom or never performed this function.

Typing or mimeographing. Thirteen of the eighty-one night supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Sixty-eight of the night supervisors who responded answered that they seldom or never performed this function.

Summary of clerical non-nursing functions. According to Table XL (page 197), the night supervisors had little or no responsibility for performing the clerical non-nursing functions. Only 13.6 per cent of the night supervisors had responsibility for performing payroll functions, and 16 per cent of the night supervisors indicated that they did typing or mimeographing. In all of the other clerical non-nursing functions, it was indicated by the responses that night supervisors had little or no responsibility for performing this work.

Certain Departmental Non-nursing Functions

Housekeeping (excluding patient safety): checking cleanliness, procuring emergency janitorial service when housekeeping administrators are off duty. As noted in Table XLI, thirty-two of the eighty-one night supervisors who responded answered that they always, usually, or often

TABLE XLI

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF CERTAIN DEPARTMENTAL NON-NURSING FUNCTIONS PERFORMED BY NIGHT SUPERVISORS OF NURSING SERVICE IN NINETY-FIVE HOSPITALS WITH 101 TO 200 BED CAPACITY

| Certain Departmental<br>Non-nursing Functions          | No<br>Answer | Number of<br>Respondents | Always, Usually,<br>Often |            | Seldom,<br>Never |            |
|--|--------------|--------------------------|---------------------------|------------|------------------|------------|
|  |              |                          | Number                    | Percentage | Number           | Percentage |
| Housekeeping   |              |                          |                           |            |                  |            |
| Checking cleanliness                                   |              | 81                       | 32                        | 39.5       | 49               | 60.5       |
| Procuring emergency<br>janitorial service              |              |                          |                           |            |                  |            |
| Dietary  |              |                          |                           |            |                  |            |
| Procuring and super-<br>vising food care               |              | 81                       | 14                        | 17.3       | 67               | 82.7       |
| Pharmacy   |              |                          |                           |            |                  |            |
| Dispensing or<br>procuring drugs                       |              | 81                       | 73                        | 90.1       | 8                | 9.9        |
| Laundry  |              |                          |                           |            |                  |            |
| Procuring linen<br>Checking shortages<br>and inventory |              | 81                       | 27                        | 33.3       | 54               | 66.7       |

had responsibility for performing this function. Forty-nine of the night supervisors who responded answered that they seldom or never performed this function.

Dietary: procuring and supervising food care when dietary department staff is off duty. Fourteen of the eighty-one night supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Sixty-seven of the night supervisors who responded answered that they seldom or never performed this function.

Dispensing or procuring drugs when pharmacy is closed. Seventy-three of the eighty-one night supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Eight of the night supervisors who responded answered that they seldom or never performed this function.

Laundry: procuring linen, checking shortages, and inventory. Twenty-seven of the eighty-one night supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Fifty-four of the night supervisors who responded answered that they seldom or never performed this function.

Summary of certain departmental non-nursing functions. According to Table XLI (page 200), 90 per cent of the night supervisors had responsibility for performing pharmacy functions. Thirty-nine per cent of the night supervisors had responsibility for performing housekeeping functions. Thirty-three per cent of the night supervisors had responsibility for performing laundry functions.

In the Marion J. Wright study, conservation of nursing personnel's time was a major goal. Observation of drug needs on the wards led to the establishment of adequate quantities of basic drugs. This was done by examination of past drug needs and usage records. Further progress resulted when the pharmacy was improved for greater efficiency.<sup>50</sup> Wright also indicated that housekeeping supervisors might be recruited from a program where housekeeping aides are employed, and that inspection of housekeeping functions is the responsibility of personnel assigned to the housekeeping division.<sup>51</sup> Along with the need for awareness of responsibility invested in other departments for patient care, the night supervisor "defines methods of establishing optimum environment."<sup>52</sup>

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<sup>50</sup>Wright, op. cit., pp. 99-100.

<sup>51</sup>Ibid., pp. 150-51.

<sup>52</sup>American Nurses' Association, loc. cit.

It would appear from the responses that night supervisors did have responsibility for performing functions for these departments with the exception of the dietary department. Approximately 83 per cent of the night supervisors indicated that they had little or no responsibility for performing dietary functions.

#### Miscellaneous Non-nursing Functions

Checking in patients' valuables. As noted in Table XLII, fifty-three of the eighty-one night supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-eight of the night supervisors who responded answered that they seldom or never performed this function.

Checking on patients' clothing or clothing room. Thirty-three of the eighty-one night supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Forty-seven of the night supervisors who responded answered that they seldom or never performed this function. There was one night supervisor who did not answer this question.

TABLE XLII

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF MISCELLANEOUS NON-NURSING FUNCTIONS PERFORMED BY NIGHT SUPERVISORS OF NURSING SERVICE IN NINETY-FIVE HOSPITALS WITH 101 TO 200 BED CAPACITY

| Miscellaneous Non-nursing Functions             | No Answer | Number of Respondents | Always, Usually, Often |            | Seldom, Never |            |
|---|-----------|-----------------------|------------------------|------------|---------------|------------|
|   |           |                       | Number                 | Percentage | Number        | Percentage |
| Checking in patients' valuables                 |           | 81                    | 53                     | 65.4       | 28            | 34.6       |
| Checking on patients' clothing or clothing room | 1         | 80                    | 33                     | 41.3       | 47            | 58.7       |
| Consolidating hospital census reports           | 1         | 80                    | 59                     | 73.8       | 21            | 26.2       |
| Performing routine admission office functions   |           | 81                    | 49                     | 60.5       | 32            | 39.5       |
| Issuing passes to visitors                      | 1         | 80                    | 20                     | 25.0       | 60            | 75.0       |
| Locking and unlocking doors                     | 1         | 80                    | 36                     | 45.0       | 44            | 55.0       |
| Arranging and conducting hospital tours         | 1         | 80                    | 1                      | 1.3        | 79            | 98.7       |
| Conducting drill on use of fire extinguishers   | 2         | 79                    | 3                      | 3.8        | 76            | 96.2       |

Consolidating hospital census reports and delivering to admission office. Fifty-nine of the eighty-one night supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-one of the night supervisors who responded answered that they seldom or never performed this function. There was one night supervisor who did not answer this question.

Performing routine admission office functions. Forty-nine of the eighty-one night supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty-two of the night supervisors who responded answered that they seldom or never performed this function.

Issuing passes to visitors. Twenty of the eighty-one night supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Sixty of the night supervisors who responded answered that they seldom or never performed this function. There was one night supervisor who did not answer this question.

Locking and unlocking doors when other departments are closed such as for meetings. Thirty-six of the

eighty-one night supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Forty-four of the night supervisors who responded answered that they seldom or never performed this function. There was one night supervisor who did not answer this question.

Arranging and conducting hospital tours. Seventy-nine of the eighty-one night supervisors who responded answered that they seldom or never performed this function. There was one night supervisor who did not answer this question.

Conducting drill on use of fire extinguishers. Seventy-six of the eighty-one night supervisors who responded answered that they seldom or never performed this function. There were two night supervisors who did not answer this question.

Summary of miscellaneous non-nursing functions. According to Table XLII (page 204), 65 per cent of the night supervisors had responsibility for checking in patients' valuables, and 41 per cent had responsibility for checking on patients' clothing or clothing room. About 74 per cent of the night supervisors had responsibility for consolidating hospital census reports and

delivering to the admission office. Sixty per cent of these administrators had responsibility for performing routine admission office functions. Forty-five per cent of the night supervisors had responsibility for locking and unlocking doors for other departments, such as for meetings. Twenty-five per cent of the night supervisors had responsibility for issuing passes to visitors.

The patient expects the supervisor to be able to make decisions concerning situations which affect his care and well-being, to demonstrate ability in coordinating activities, and to be "skilled to handle any emergency that may jeopardize his peace of mind."<sup>53</sup>

Leonard Nadler stated that "many people dislike change" and there is "need for security--keep things as they are."<sup>54</sup> People do not welcome surprises in the work situation; but with adequate preparation and motivation, change will be accepted readily.<sup>55</sup>

It was apparent from the responses that the night supervisors did have responsibility for performing the miscellaneous non-nursing functions.

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<sup>53</sup>Marilynn S. Slotterbeck, "All Through the Night," Nursing Outlook, 3:330, June, 1955.

<sup>54</sup>Leonard Nadler, "A Supervisor Supervises People, Not Jobs," The Modern Hospital, 92:62, January, 1959.

<sup>55</sup>Ibid., pp. 61-62.

XVIII. NON-NURSING FUNCTIONS PERFORMED BY NIGHT  
SUPERVISORS OF NURSING SERVICE IN HOSPITALS  
WITH 201 TO 300 BED CAPACITY

Clerical Non-nursing Functions

Clerical work in making out or checking payroll.

As noted in Table XLIII, five of the thirty-eight night supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty-three of the night supervisors who responded answered that they seldom or never performed this function.

Computing evening and night duty differential.

Thirty-five of the thirty-eight night supervisors who responded answered that they seldom or never performed this function. There was one night supervisor who did not answer this question.

Clerical work in processing new employee forms.

All of the thirty-eight night supervisors who responded answered that they seldom or never performed this function.

TABLE XLIII

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF CLERICAL NON-NURSING FUNCTIONS PERFORMED BY NIGHT SUPERVISORS OF NURSING SERVICE IN FORTY-TWO HOSPITALS WITH 201 TO 300 BED CAPACITY

| Clerical<br>Non-nursing Functions                            | No<br>Answer | Number of<br>Respondents | Always, Usually,<br>Often |            | Seldom,<br>Never |            |
|--|--------------|--------------------------|---------------------------|------------|------------------|------------|
|  |              |                          | Number                    | Percentage | Number           | Percentage |
| Making out or<br>checking payroll                            |              | 38                       | 5                         | 13.2       | 33               | 86.8       |
| Computing evening or<br>night duty differ-<br>ential         | 1            | 37                       | 2                         | 5.4        | 35               | 94.6       |
| Processing new<br>employee forms                             |              | 38                       | 0                         | 0          | 38               | 100.0      |
| Processing terminal<br>employee forms and<br>payroll entries |              | 38                       | 1                         | 2.6        | 37               | 97.4       |
| Processing salary<br>increases                               |              | 38                       | 1                         | 2.6        | 37               | 97.4       |
| Processing salary<br>adjustments and<br>prorating salaries   |              | 38                       | 0                         | 0          | 38               | 100.0      |
| Typing or<br>mimeographing                                   | 1            | 37                       | 5                         | 13.5       | 32               | 86.5       |

Clerical work in processing terminal employee forms and payroll entries. Thirty-seven of the thirty-eight night supervisors who responded answered that they seldom or never performed this function.

Clerical work in processing salary increases. This did not include selection or determination of who got salary increases. Thirty-seven of the thirty-eight night supervisors who responded answered that they seldom or never performed this function.

Clerical work in processing salary adjustments and prorating salaries. All of the thirty-eight night supervisors who responded answered that they seldom or never performed this function.

Typing or mimeographing. Five of the thirty-eight night supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty-two of the night supervisors who responded answered that they seldom or never performed this function. There was one night supervisor who did not answer this question.

Summary of clerical non-nursing functions. According to Table XLIII (page 209), the night supervisors were not significantly involved in performing clerical non-nursing functions. Only 13 per cent of these nurse administrators had responsibility for making out or checking payroll and for typing or mimeographing. None of the night supervisors had responsibility for processing new employee forms or for processing salary adjustments and prorating salaries. From the data it was assumed by the study-maker that this work was performed mostly by the day administrators of nursing service.

Certain Departmental Non-nursing Functions

Housekeeping (excluding patient safety): checking cleanliness, procuring emergency janitorial service when housekeeping administrators are off duty. As noted in Table XLIV, twelve of the thirty-eight night supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-five of the night supervisors who responded answered that they seldom or never performed this function. There was one night supervisor who did not answer this question.

TABLE XLIV

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF CERTAIN DEPARTMENTAL NON-NURSING FUNCTIONS PERFORMED BY NIGHT SUPERVISORS OF NURSING SERVICE IN FORTY-TWO HOSPITALS WITH 201 TO 300 BED CAPACITY

| Certain Departmental<br>Non-nursing Functions | No<br>Answer | Number of<br>Respondents | Always, Usually,<br>Often |            | Seldom,<br>Never |            |
|---|--------------|--------------------------|---------------------------|------------|------------------|------------|
|   |              |                          | Number                    | Percentage | Number           | Percentage |
| Housekeeping                                  |              |                          |                           |            |                  |            |
| Checking cleanliness                          |              |                          |                           |            |                  |            |
| Procuring emergency<br>janitorial service     | 1            | 37                       | 12                        | 32.4       | 25               | 67.6       |
| Dietary                                       |              |                          |                           |            |                  |            |
| Procuring and super-<br>vising food care      | 1            | 37                       | 8                         | 21.6       | 29               | 78.4       |
| Pharmacy                                      |              |                          |                           |            |                  |            |
| Dispensing or<br>procuring drugs              | 1            | 37                       | 35                        | 94.6       | 2                | 5.4        |
| Laundry                                       |              |                          |                           |            |                  |            |
| Procuring linen                               |              |                          |                           |            |                  |            |
| Checking shortages<br>and inventory           | 1            | 37                       | 10                        | 27.0       | 27               | 73.0       |

Dietary: procuring and supervising food care when dietary department staff is off duty. Eight of the thirty-eight night supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-nine of the night supervisors who responded answered that they seldom or never performed this function. There was one night supervisor who did not answer this question.

Dispensing or procuring drugs when pharmacy is closed. Thirty-five of the thirty-eight night supervisors who responded answered that they always, usually, or often had responsibility for performing this function. There was one night supervisor who did not answer this question.

Laundry: procuring linen, checking shortages, and inventory. Ten of the thirty-eight night supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-seven of the night supervisors who responded answered that they seldom or never performed this function. There was one night supervisor who did not answer this question.

Summary of certain departmental non-nursing functions. According to Table XLIV (page 212), the night

supervisors had considerable responsibility for performing pharmacy functions. About 95 per cent of these nurse administrators performed pharmacy functions when the pharmacy personnel were off duty. Thirty-two per cent of the night supervisors had responsibility for performing house-keeping functions. Twenty-seven per cent of the night supervisors had responsibility for performing laundry functions.

Night supervision has been discussed by Cecelia M. Perrodin. She stated that night supervisors have responsibility for nursing functions and other administrative functions. She further stated: "Is there any likelihood that supervision will be given any time or place?"<sup>56</sup>

It was indicated by the responses that the night supervisors did have responsibility for performing these functions, and it might be mentioned that these nurse administrators had less opportunity to consult with department heads to solve problems of interdepartmental supervision.

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<sup>56</sup>Perrodin, op. cit., p. 199.

Miscellaneous Non-nursing Functions

Checking in patients' valuables. As noted in Table XLV, twelve of the thirty-eight night supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-five of the night supervisors who responded answered that they seldom or never performed this function. There was one night supervisor who did not answer this question.

Checking on patients' clothing or clothing room. Seven of the thirty-eight night supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-nine of the night supervisors who responded answered that they seldom or never performed this function. There were two night supervisors who did not answer this question.

Consolidating hospital census reports and delivering to admission office. Twenty-four of the thirty-eight night supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Thirteen of the night supervisors who responded answered that they seldom or never performed this

TABLE XLV

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF MISCELLANEOUS NON-NURSING  
FUNCTIONS PERFORMED BY NIGHT SUPERVISORS OF NURSING SERVICE IN FORTY-TWO  
HOSPITALS WITH 201 TO 300 BED CAPACITY

| Miscellaneous Non-<br>nursing Functions               | No<br>Answer | Number of<br>Respondents | Always, Usually,<br>Often |            | Seldom,<br>Never |            |
|---|--------------|--------------------------|---------------------------|------------|------------------|------------|
|   |              |                          | Number                    | Percentage | Number           | Percentage |
| Checking in patients'<br>valuables                    | 1            | 37                       | 12                        | 32.4       | 25               | 67.6       |
| Checking on patients'<br>clothing or<br>clothing room | 2            | 36                       | 7                         | 19.4       | 29               | 80.6       |
| Consolidating hospital<br>census reports              | 1            | 37                       | 24                        | 64.9       | 13               | 35.1       |
| Performing routine<br>admission office<br>functions   | 1            | 37                       | 19                        | 51.4       | 18               | 48.6       |
| Issuing passes to<br>visitors                         | 3            | 35                       | 5                         | 14.3       | 30               | 85.7       |
| Locking and unlocking<br>doors                        | 2            | 36                       | 16                        | 44.4       | 20               | 55.6       |
| Arranging and conduct-<br>ing hospital tours          | 1            | 37                       | 1                         | 2.7        | 36               | 97.3       |
| Conducting drill on<br>use of fire<br>extinguishers   | 1            | 37                       | 1                         | 2.7        | 36               | 97.3       |

function. There was one night supervisor who did not answer this question.

Performing routine admission office functions.

Nineteen of the thirty-eight night supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Eighteen of the night supervisors who responded answered that they seldom or never performed this function. There was one night supervisor who did not answer this question.

Issuing passes to visitors.

Five of the thirty-eight night supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Thirty of the night supervisors who responded answered that they seldom or never performed this function. There were three night supervisors who did not answer this question.

Locking and unlocking doors when other departments are closed such as for meetings. Sixteen of the thirty-eight night supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty of the night supervisors who responded answered that they seldom or never performed

this function. There were two night supervisors who did not answer this question.

Arranging and conducting hospital tours. Thirty-six of the thirty-eight night supervisors who responded answered that they seldom or never performed this function. There was one night supervisor who did not answer this question.

Conducting drill on use of fire extinguishers. Thirty-six of the thirty-eight night supervisors who responded answered that they seldom or never performed this function. There was one night supervisor who did not answer this question.

Summary of miscellaneous non-nursing functions. According to Table XLV (page 216), 64.9 per cent of the night supervisors had responsibility for consolidating hospital census reports and delivering to the admission office. Fifty-one per cent of the night supervisors had responsibility for performing routine admission office functions. Thirty-two per cent of the night supervisors indicated that they had responsibility for checking in patients' valuables, and 19 per cent of these nurse administrators had responsibility for checking on patients'

clothing or clothing room. Forty-four per cent of the night supervisors had responsibility for locking and unlocking doors when other departments were closed. Ninety-seven per cent of the night supervisors had little or no responsibility for conducting drill on use of fire extinguishers.

It has been suggested that hospitals need to examine time-consuming procedures. Advance registration for planned patient admissions has proved successful. This has eliminated, to some extent, the need to fill out necessary forms on the patient's admission day.<sup>57</sup>

In the Marion J. Wright study, it became evident at the beginning that if solutions to problems were going to be found, it would be "in the area of increasing the efficiency of hospital operations."<sup>58</sup>

It was evident by the responses that in most areas of the miscellaneous non-nursing functions there was significant involvement for the performance of these functions by the night supervisors.

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<sup>57</sup>Harry T. Haver and John F. Latcham, "Role Out the Red Carpet," Hospitals, 30:42-44, November, 1956.

<sup>58</sup>Wright, op. cit., p. 24.

XIX. NON-NURSING FUNCTIONS PERFORMED BY NIGHT  
SUPERVISORS OF NURSING SERVICE IN HOSPITALS  
WITH 301 TO 400 BED CAPACITY

Clerical Non-nursing Functions

Clerical work in making out or checking payroll.

As noted in Table XLVI, six of the twenty-nine night supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-three of the night supervisors who responded answered that they seldom or never performed this function.

Computing evening and night duty differential.

Twenty-six of the twenty-nine night supervisors who responded answered that they seldom or never performed this function.

Clerical work in processing new employee forms.

Twenty-seven of the twenty-nine night supervisors who responded answered that they seldom or never performed this function. There was one night supervisor who did not answer this question.

TABLE XLVI

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF CLERICAL NON-NURSING FUNCTIONS PERFORMED BY NIGHT SUPERVISORS OF NURSING SERVICE IN TWENTY-NINE HOSPITALS WITH 301 TO 400 BED CAPACITY

| Clerical<br>Non-nursing Functions                            | No<br>Answer | Number of<br>Respondents | Always, Usually,<br>Often |            | Seldom,<br>Never |            |
|--|--------------|--------------------------|---------------------------|------------|------------------|------------|
|  |              |                          | Number                    | Percentage | Number           | Percentage |
| Making out or<br>checking payroll                            |              | 29                       | 6                         | 20.7       | 23               | 79.3       |
| Computing evening or<br>night duty differ-<br>ential         |              | 29                       | 3                         | 10.3       | 26               | 89.7       |
| Processing new<br>employee forms                             | 1            | 28                       | 1                         | 3.6        | 27               | 96.4       |
| Processing terminal<br>employee forms and<br>payroll entries |              | 29                       | 3                         | 10.3       | 26               | 89.7       |
| Processing salary<br>increases                               |              | 29                       | 4                         | 13.8       | 25               | 86.2       |
| Processing salary<br>adjustments and<br>prorating salaries   | 1            | 28                       | 1                         | 3.6        | 27               | 96.4       |
| Typing or<br>mimeographing                                   |              | 29                       | 8                         | 27.6       | 21               | 72.4       |

Clerical work in processing terminal employee forms and payroll entries. Twenty-six of the twenty-nine night supervisors who responded answered that they seldom or never performed this function.

Clerical work in processing salary increases. This did not include selection or determination of who got salary increases. Four of the twenty-nine night supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-five of the night supervisors who responded answered that they seldom or never performed this function.

Clerical work in processing salary adjustments and prorating salaries. Twenty-seven of the twenty-nine night supervisors who responded answered that they seldom or never had responsibility for performing this function. There was one night supervisor who did not answer this question.

Typing or mimeographing. Eight of the twenty-nine supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-one of the night supervisors who

responded answered that they seldom or never performed this function.

Summary of clerical non-nursing functions. According to Table XLVI (page 221), 27.6 per cent of the night supervisors had responsibility for typing or mimeographing, and 20.7 per cent had responsibility for making out or checking payroll. Although these nurse administrators performed payroll functions, only 10 per cent, as indicated by the responses, had responsibility for computing salary differential for evening or night duty. Approximately 14 per cent of the night supervisors had responsibility for processing salary increases.

It has been stated that as nurse administrators combine the guidance function with administrative responsibilities, ability to distinguish both should be developed.<sup>59</sup> A more even distribution of time might result. The supervisor's work is not on intuitive level. She understands why--in patient care--maintaining high morale and satisfactions in work performed by personnel.<sup>60</sup>

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<sup>59</sup>Ruth D. Abbott, "New Sights and Insights for Supervisors," Nursing Outlook, 7:476-77, August, 1959.

<sup>60</sup>Ibid.

Despite the fact that the hospitals included in the study on Table XLVI (page 221) increased in bed capacity, the degree to which night supervisors performed the clerical non-nursing functions increased in comparison with Table XL (page 197) and Table XLIII (page 209).

Certain Departmental Non-  
nursing Functions

Housekeeping (excluding patient safety): checking cleanliness, procuring emergency janitorial service when housekeeping administrators are off duty. As noted in Table XLVII, thirteen of the twenty-nine night supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Fifteen of the night supervisors who responded answered that they seldom or never performed this function. There was one night supervisor who did not answer this question.

Dietary: procuring and supervising food care when dietary department staff is off duty. Seven of the twenty-nine night supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty-two of the night supervisors

TABLE XLVII

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF CERTAIN DEPARTMENTAL NON-NURSING FUNCTIONS PERFORMED BY NIGHT SUPERVISORS OF NURSING SERVICE IN TWENTY-NINE HOSPITALS WITH 301 TO 400 BED CAPACITY

| Certain Departmental<br>Non-nursing Functions | No<br>Answer | Number of<br>Respondents | Always, Usually,<br>Often |            | Seldom,<br>Never |            |
|---|--------------|--------------------------|---------------------------|------------|------------------|------------|
|   |              |                          | Number                    | Percentage | Number           | Percentage |
| Housekeeping                                  |              |                          |                           |            |                  |            |
| Checking cleanliness                          |              |                          |                           |            |                  |            |
| Procuring emergency<br>janitorial service     | 1            | 28                       | 13                        | 46.4       | 15               | 53.6       |
| Dietary                                       |              |                          |                           |            |                  |            |
| Procuring and super-<br>vising food care      |              | 29                       | 7                         | 24.1       | 22               | 75.9       |
| Pharmacy                                      |              |                          |                           |            |                  |            |
| Dispensing or<br>procuring drugs              | 1            | 28                       | 27                        | 96.4       | 1                | 3.6        |
| Laundry                                       |              |                          |                           |            |                  |            |
| Procuring linen                               |              |                          |                           |            |                  |            |
| Checking shortages<br>and inventory           | 1            | 28                       | 11                        | 39.3       | 17               | 60.7       |

who responded answered that they seldom or never performed this function.

Dispensing or procuring drugs when pharmacy is closed. Twenty-seven of the twenty-nine night supervisors who responded answered that they always, usually, or often had responsibility for performing this function. There was one night supervisor who did not answer this question.

Laundry: procuring linen, checking shortages, and inventory. Eleven of the twenty-nine night supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Seventeen of the night supervisors who responded answered that they seldom or never performed this function. There was one night supervisor who did not answer this question.

Summary of certain departmental non-nursing functions. According to Table XLVII (page 225), 96 per cent of the night supervisors had responsibility for performing pharmacy functions when the pharmacy was closed. Forty-six per cent of these nurse administrators had responsibility for performing housekeeping functions, 39 per cent of these nurse administrators had responsibility for

performing laundry functions, and 24 per cent had responsibility for performing dietary functions.

The job description of the night supervisor relates her ability to use considerable initiative and judgment in adaptation to meet emergency situations regarding patient care, personnel management, and hospital management. It might be said that this unique administrative position necessitates the development of ability to apply principles of administration for patient care and hospital management.

Searching inquiry needs to be continually in progress to determine, as in other forms of business, if some tasks are carried on because of custom.<sup>61</sup> "Motion study, by careful observation of the tasks performed and methods used, may find means of improving job performance."<sup>62</sup>

It was evident by the responses that night supervisors had considerable responsibility for performing pharmacy functions and were involved to some extent in performing the other departmental functions.

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<sup>61</sup>Wright, op. cit., p. 24.

<sup>62</sup>Yoder, op. cit., p. 117.

Miscellaneous Non-nursing Functions

Checking in patients' valuables. As noted in Table XLVIII, fourteen of the twenty-nine night supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Fifteen of the night supervisors who responded answered that they seldom or never performed this function.

Checking on patients' clothing or clothing room. Nine of the twenty-nine night supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Nineteen of the night supervisors who responded answered that they seldom or never performed this function. There was one night supervisor who did not answer this question.

Consolidating hospital census reports and delivering to admission office. Nineteen of the twenty-nine night supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Eight of the night supervisors who responded answered that they seldom or never performed this function. There were two night supervisors who did not answer this question.

TABLE XLVIII

NUMBER OF RESPONDENTS, PERCENTAGE, AND FREQUENCY OF MISCELLANEOUS NON-NURSING FUNCTIONS PERFORMED BY NIGHT SUPERVISORS OF NURSING SERVICE IN TWENTY-NINE HOSPITALS WITH 301 TO 400 BED CAPACITY

| Miscellaneous Non-nursing Functions             | No Answer | Number of Respondents | Always, Usually, Often |            | Seldom, Never |            |
|---|-----------|-----------------------|------------------------|------------|---------------|------------|
|   |           |                       | Number                 | Percentage | Number        | Percentage |
| Checking in patients' valuables                 |           | 29                    | 14                     | 48.3       | 15            | 51.7       |
| Checking on patients' clothing or clothing room | 1         | 28                    | 9                      | 32.1       | 19            | 67.9       |
| Consolidating hospital census reports           | 2         | 27                    | 19                     | 70.4       | 8             | 29.6       |
| Performing routine admission office functions   | 1         | 28                    | 16                     | 57.1       | 12            | 42.9       |
| Issuing passes to visitors                      | 1         | 28                    | 8                      | 28.6       | 20            | 71.4       |
| Locking and unlocking doors                     | 1         | 28                    | 15                     | 53.6       | 13            | 46.4       |
| Arranging and conducting hospital tours         | 1         | 28                    | 0                      | 0          | 28            | 100.0      |
| Conducting drill on use of fire extinguishers   | 1         | 28                    | 3                      | 10.7       | 25            | 89.3       |

Performing routine admission office functions.

Sixteen of the twenty-nine night supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Twelve of the night supervisors who responded answered that they seldom or never performed this function. There was one night supervisor who did not answer this question.

Issuing passes to visitors. Eight of the twenty-nine night supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Twenty of the night supervisors who responded answered that they seldom or never performed this function. There was one night supervisor who did not answer this question.

Locking and unlocking doors when other departments are closed such as for meetings. Fifteen of the twenty-nine night supervisors who responded answered that they always, usually, or often had responsibility for performing this function. Thirteen of the night supervisors who responded answered that they seldom or never performed this function. There was one night supervisor who did not answer this question.

Arranging and conducting hospital tours. Twenty-eight of the twenty-nine night supervisors who responded answered that they seldom or never performed this function. There was one night supervisor who did not answer this question.

Conducting drill on use of fire extinguishers. Twenty-five of the twenty-nine night supervisors who responded answered that they seldom or never performed this function. There was one night supervisor who did not answer this question.

Summary of miscellaneous non-nursing functions. According to Table XLVIII (page 229), 70 per cent of the night supervisors had responsibility for consolidating hospital census reports and delivering to the admission office, and 57 per cent of these nurse administrators had responsibility for performing routine admission office functions. About 54 per cent of the night supervisors had responsibility for locking and unlocking doors when other departments were closed. Forty-eight per cent of the night supervisors had responsibility for checking in patients' valuables, and 32 per cent of these nurse administrators had responsibility for checking on patients' clothing or clothing room. Approximately 28 per cent of

the night supervisors had responsibility for issuing passes to visitors.

Marion J. Wright suggested that when studies are conducted for the purpose of upgrading personnel, possibilities for "downgrading the nature of the jobs" might result.<sup>63</sup> It was of pertinent interest in the Marion J. Wright study that one of the comments on the medical opinion of nursing care of patients was that they expected more rounds by supervisors for patient care and that nurses spent more time on tasks that might be performed by non-professional personnel.<sup>64</sup>

It was again evident that the night supervisors were to some extent involved in performing the miscellaneous non-nursing functions, and it was of significance that 70 per cent of these nurse administrators indicated that they had responsibility for consolidating hospital census reports.

## XX. SUMMARY

In hospitals with 101 to 200 bed capacity, the night supervisors were not expected to perform clerical

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<sup>63</sup>Wright, op. cit., p. 23.

<sup>64</sup>Ibid., p. 35.

non-nursing functions. Only 13.6 per cent of the night supervisors had responsibility for performing payroll functions. Sixteen per cent of the night supervisors performed typing or mimeographing.

In performing functions for certain departments in the study, 90 per cent of the night supervisors performed pharmacy functions when the pharmacy was closed. Thirty-nine per cent of the night supervisors had responsibility for performing housekeeping functions, and 33 per cent of these administrators had responsibility for performing laundry functions. However, only 17 per cent of the night supervisors indicated that they had responsibility for performing dietary functions.

There was considerable increase in involvement of night supervisors for performing the miscellaneous non-nursing functions. Over 50 per cent of these administrators indicated that they had responsibility for checking in patients' valuables, consolidating hospital census reports, and performing routine admission office functions. Over 40 per cent of these administrators indicated that they had responsibility for checking on patients' clothing or clothing room and for locking or unlocking doors when other departments were closed. Twenty-five per cent of the night supervisors had responsibility for issuing passes to visitors.

With the exception of the clerical non-nursing functions, the responses would seem to indicate that night supervisors were significantly involved in performing non-nursing functions.

In hospitals with 201 to 300 bed capacity, the night supervisors were not significantly involved in performing clerical non-nursing functions. Only 13 per cent of these nurse administrators indicated that they had responsibility for making out or checking payroll and for performing typing or mimeographing.

The responses showed considerable responsibility for performing functions in the four departments in the study. About 95 per cent of the night supervisors had responsibility for performing pharmacy functions when the pharmacy was closed. Thirty-two per cent of the night supervisors had responsibility for performing housekeeping functions. Twenty-seven per cent of the night supervisors performed laundry functions, and 21.6 per cent of these nurse administrators had responsibility for performing dietary functions.

In most categories of the miscellaneous non-nursing functions, the night supervisors indicated that they were involved to some extent in performing this work. Approximately 65 per cent of these nurse administrators had responsibility for consolidating hospital census reports.

Fifty-one per cent of these nurse administrators had responsibility for performing routine admission office functions. Forty-four per cent of these nurse administrators had responsibility for locking and unlocking doors when other departments were closed, and 32 per cent of these nurse administrators had responsibility for checking in patients' valuables.

With the exception of the clerical non-nursing functions, the responses would seem to indicate that night supervisors were significantly involved in performing non-nursing functions.

In hospitals with 301 to 400 bed capacity, there was an increase in the percentage of responsibility for making out or checking payroll. About 21 per cent of the night supervisors indicated that they had responsibility for performing this function. There was also an increase in responsibility for performing typing or mimeographing. Approximately 28 per cent of these nurse administrators indicated that they had responsibility for performing this function.

Ninety-six per cent of the night supervisors indicated that they had responsibility for performing pharmacy functions. Forty-six per cent of the night supervisors had responsibility for performing housekeeping functions. Thirty-nine per cent of the night supervisors had

responsibility for performing laundry functions, and 24 per cent of the night supervisors had responsibility for performing dietary functions.

The night supervisors had considerable responsibility for performing the miscellaneous non-nursing functions. Seventy per cent of these nurse administrators indicated that they had responsibility for consolidating hospital census reports. Fifty-seven per cent of these nurse administrators indicated that they had responsibility for performing routine admission office functions. About 54 per cent of these nurse administrators had responsibility for locking and unlocking doors when other departments were closed. Forty-eight per cent of these nurse administrators indicated that they had responsibility for checking in patients' valuables. Thirty-two per cent of these nurse administrators indicated that they had responsibility for checking on patients' clothing or clothing room, and 28.6 per cent of these nurse administrators indicated that they had responsibility for issuing passes to visitors.

It might be said that the night supervisors were expected to perform non-nursing functions, although in the smaller hospitals, they were not expected to perform the clerical non-nursing functions.

The highest percentages appeared in performing functions for the pharmacy department and were consistently significant for all three sizes of hospitals in the study.

## CHAPTER V

### SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

#### I. SUMMARY

This was a study of non-nursing functions performed by nurse administrators in selected hospitals of the Western Region of the United States. The purposes of the study were (1) to determine types of non-nursing duties; (2) to analyze the frequency of performance of these duties by nurse administrators in selected hospitals; and (3) to make recommendations, based on the data collected, which might help clarify some time expenditures in the job.

Chapter I sets forth the point of view of the study-maker and the need for the study. The method and scope of the study are outlined in Chapter II. The review of the literature followed, emphasizing the research in areas of work simplification, changing needs in nursing administration, and application of principles of business administration to the operation of nursing service administration and management. Chapter IV presents the analysis and interpretation of the data.

A significant majority of directors of nursing service did assume responsibility for clerical non-nursing functions pertaining to payroll and the processing of forms relating to the employment and salary of nursing personnel. The size of the hospital did have some influence on the degree of involvement in performing these non-nursing clerical functions. It was indicated by the responses that directors of nursing had few responsibilities for the clerical non-nursing functions in the larger hospitals. The degree to which nurse administrators performed payroll functions remained consistently high in all groups of hospitals. In the group of hospitals with the smallest bed capacities, the director had responsibility for housekeeping and pharmacy in the departmental non-nursing functions. A significant percentage of this group did perform some of the miscellaneous non-nursing functions such as consolidating hospital census reports, locking and unlocking doors when other departments were closed, and conducting drill on use of fire extinguishers. Over 40 per cent of the directors in all three sizes of hospitals indicated that they had responsibility for arranging and conducting hospital tours.

The majority of associate or assistant directors consistently performed clerical non-nursing functions in all three groups of hospitals. The highest percentages

appeared in the performance of payroll functions. In the performance of departmental non-nursing functions there was little or no responsibility for dietary functions. There was some responsibility for housekeeping and laundry. The figures of the study showed that there was considerable responsibility for performing pharmacy functions in all groups of hospitals. In the performance of miscellaneous non-nursing functions, a large percentage of this group of nurse administrators had responsibility for arranging and conducting hospital tours, and to a lesser degree the figures showed that they had responsibility for performing the other miscellaneous non-nursing functions.

With the exception of making out or checking payroll, the day supervisors were not involved in the responsibility for performance of clerical non-nursing functions. A significant percentage of this group of nurse administrators in the three sizes of hospitals performed the departmental non-nursing functions which included housekeeping, dietary, pharmacy, and laundry. There was only one exception. In the medium-sized hospitals, there was little or no responsibility for performing dietary functions. A significant majority of day supervisors had responsibility for performing the miscellaneous non-nursing functions. Over 42 per cent had responsibility for checking in patients' valuables and checking on

patients' clothing or clothing room in the smaller hospitals.

The evening supervisors did not perform clerical non-nursing functions. In assuming responsibilities for the departmental non-nursing functions, a large percentage of these nurse administrators performed housekeeping, dietary, and laundry functions. Almost 100 per cent of the evening supervisors performed pharmacy functions. In assuming responsibilities for the miscellaneous non-nursing functions, there was considerable involvement in performing these functions. In the medium-sized hospitals, over half of the evening supervisors indicated that they had responsibility for locking and unlocking doors when other departments were closed. A significant percentage of this group of nurse administrators assumed the responsibility of checking in patients' valuables and of issuing passes to visitors.

The night supervisors had few responsibilities for performing clerical non-nursing functions. In assuming responsibilities for the departmental non-nursing functions, a large percentage of these nurse administrators performed housekeeping, dietary, and laundry functions. Over 90 per cent of the night supervisors performed pharmacy functions. In assuming responsibilities for the miscellaneous non-nursing functions, a large majority of the

night supervisors performed these functions. In all three groups of hospitals more than half of the night supervisors performed routine admission office functions, and about three-fourths of these nurse administrators consolidated hospital census reports.

## II. CONCLUSIONS

The findings in the study supported the hypothesis that nursing service administrators are performing non-nursing functions. Inferences can be made from the findings of this study that nurse administrators do perform non-nursing functions along with their assigned work as professional persons.

The directors of nursing service performed or had responsibility for clerical non-nursing functions which were pertinent to employment and salary of nursing personnel. The degree to which the director performed these clerical non-nursing functions was less as the hospitals increased in size. It seemed evident that the director was assisted in relinquishing these duties. In the smaller hospitals a majority of directors performed house-keeping functions and pharmacy functions. A considerable number of responses indicated that directors assumed responsibility for arranging and conducting hospital

tours. A limited majority of the directors consolidated hospital census reports and were responsible for locking and unlocking doors when other departments were closed.

The associate or assistant directors had greater responsibility in all three sizes of hospitals for clerical non-nursing functions. In the area of payroll functions this responsibility was highly significant. Associate or assistant directors also performed housekeeping and laundry functions, and a significant majority of these nurse administrators performed pharmacy functions and had responsibility for arranging and conducting hospital tours.

The day supervisors did not perform clerical non-nursing functions, but they did assist in payroll functions. A large majority of day supervisors had responsibility for housekeeping, pharmacy and laundry functions. To a lesser degree they had responsibility for dietary functions. It is of importance to note that day supervisors had considerable responsibility for miscellaneous non-nursing functions which included checking in patients' valuables and checking on patients' clothing or clothing room. This was more evident in the smaller hospitals.

The evening supervisors did not have responsibility for performing clerical non-nursing functions; but they

did perform functions for other departments such as house-keeping, dietary, and laundry. Almost all of the evening supervisors performed pharmacy functions. A large percentage of the evening supervisors did perform miscellaneous non-nursing functions such as checking in patients' valuables and issuing passes to visitors. There was significant involvement in locking and unlocking doors when other departments were closed.

Night supervisors had limited responsibility for performing clerical non-nursing functions. A significant majority of night supervisors performed housekeeping, dietary, and laundry functions. Almost all of the night supervisors performed pharmacy functions, but the evening supervisors had greater responsibility for this function. A large majority of night supervisors performed routine admission office functions, and an even greater number of these nurse administrators had responsibility for consolidating hospital census reports.

According to the findings of this study, the most significant responsibility assumed by nurse administrators was in performing functions for the pharmacy department.

The findings also substantiated the fact that as nurse administrators planned, organized, and delegated their work, it became increasingly obvious that despite the heavy demands on administrative nursing service, for

patient care and the improvement of patient care, professional nurse administrators were expected to perform functions which could be performed by another classification of worker.

### III. RECOMMENDATIONS

The following recommendations are suggested.

Studies might be made of the following:

1. Other non-nursing functions performed by nurse administrators.
2. Redefining functions and job descriptions for improvement of patient care.
3. Concerning attitudes of nurse administrators who have the responsibility for patient care.
  - a. Psychological preparation for acceptance to change.
  - b. Contributions and suggestions from employees for new work plans.
  - c. Reaction to change.
4. Determining time spent in doing tasks which do not directly affect patient care.
5. Examining procedures in business administration which might be profitable in changing existing procedures for more efficient work patterns.

6. Placing of responsibility within departments and ways of establishing mutual understanding of job descriptions.

Nurse administrators will encounter problems in the job which will require redefining of functions and further clarification. Regular meetings of heads of departments in the hospital would help in clarifying misunderstandings.

At the heart of this problem is the need to develop awareness that most common practices can be modified. Careful study is needed so that radical changes do not interfere with the demands of good patient care.

A real contribution would result when nurse administrators are given continued opportunity to share experiences with other nurse administrators in similar hospitals. Sufficient time away from the job should be allowed permitting nurse administrators to attend formal programs, institutes, and workshops for extended education and growth in management development programs.

On the basis of this overview for recommendations, the study-maker hoped that nurse administrators would continue to exercise fine judgment and evaluate all process of change for results accomplished.

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APPENDIX A

THE RATING FORM

## RATING FORM FOR NON-NURSING FUNCTIONS

Directions: Fill in position, circle bed capacity and frequency of performance.

| Position: | Bed Capacity of Hospital   |         |         |
|-----------|--|---------|---------|
|           | 101-200  | 201-300 | 301-400 |
| Always:   | regularly.   |         |         |
| Usually:  | common pattern.  |         |         |
| Often:    | not within common pattern but frequent enough to be significant. |         |         |
| Seldom:   | rarely.  |         |         |
| Never:    | not at any time.   |         |         |

|  | always | usually | often | seldom | never |
|--|--------|---------|-------|--------|-------|
| Clerical work in making out or checking payroll  |        |         |       |        |       |
| Computing evening and night duty differential  |        |         |       |        |       |
| Clerical work in processing new employee forms   |        |         |       |        |       |
| Clerical work in processing terminal employee forms and payroll entries  |        |         |       |        |       |
| Clerical work in processing salary increases (does not include selection or determination of who gets salary increases)                            |        |         |       |        |       |
| Clerical work in processing salary adjustments and prorating salaries  |        |         |       |        |       |
| Typing or mimeographing  |        |         |       |        |       |
| Housekeeping (excluding patient safety) checking cleanliness, procuring emergency janitorial service when housekeeping administrators are off duty |        |         |       |        |       |
| Dietary - procuring and supervising food care when dietary department staff is off duty  |        |         |       |        |       |
| Checking in patients' valuables  |        |         |       |        |       |

|  |        |         |       |        |       |
|--|--------|---------|-------|--------|-------|
| Checking on patients' clothing or clothing room                                    | always | usually | often | seldom | never |
| Dispensing or procuring drugs when pharmacy is closed                              | always | usually | often | seldom | never |
| Laundry - procuring linen, checking shortages and inventory                        | always | usually | often | seldom | never |
| Consolidating hospital census reports and delivering to admission office           | always | usually | often | seldom | never |
| Performing routine admission office functions                                      | always | usually | often | seldom | never |
| Issuing passes to visitors   | always | usually | often | seldom | never |
| Locking and unlocking doors when other departments are closed such as for meetings | always | usually | often | seldom | never |
| Arranging and conducting hospital tours  | always | usually | often | seldom | never |
| Conducting drill on use of fire extinguishers                                      | always | usually | often | seldom | never |

APPENDIX B

COVERING LETTER

UNIVERSITY OF COLORADO  
MEDICAL CENTER  
4200 EAST NINTH AVENUE  
DENVER 20, COLORADO

257

SCHOOL OF NURSING

1195 Glencoe Street  
Denver 20, Colorado  
April 25, 1960

Dear Director of Nursing Service:

I am engaged in a study of what we may consider to be non-nursing functions performed by nurse administrators.

The study is focused on some functions, including clerical activities, which may not be related to, or concerned with, direct care of patients. It is realized that nurse administrators sometimes must perform these non-nursing functions to facilitate duties in the department.

The rating form has been constructed so that it may be filled in with a minimal expenditure of time. The answers you give, or the code number, will not be used to identify your hospital in any way. Please do not sign the rating form.

I would like the following full-time nurse administrators to complete the rating forms enclosed, and would you kindly return them by May 20, 1960, in the envelope provided.

Director of Nursing Service

Assistant Director of Nursing Service

Day, evening and night Supervisors

Thank you for your time and contribution which is greatly appreciated. If you desire a summary report of the study, please indicate here. \_\_\_\_\_

Sincerely yours,

(Miss) Olive H. Fries  
Graduate Student  
University of Colorado  
School of Nursing  
Denver, Colorado

Enclosures

APPENDIX C

FOLLOW-UP POSTAL CARD

A few weeks ago, several rating forms were mailed to you entitled

"Non-nursing Functions"

It would be greatly appreciated if you could find time to complete them and mail them to me.

Sincerely,

APPENDIX D

ANALYSIS OF JOB DESCRIPTIONS OF NURSE ADMINISTRATORS

ANALYSIS OF THE JOB DESCRIPTION OF THE  
DIRECTOR OF NURSING SERVICE

This is a professional administrative position with responsibility for all nursing services in the hospital. The work involves continuous appraisal of nursing service procedures and methods and review of policies and new techniques in the administration of nursing service. In hospitals where a school of nursing functions within the framework of the hospital, the director of nursing service is responsible for reviewing policies which relate to the functioning of nursing service and the school of nursing. The work of the director of nursing service involves considerable sound and independent judgment in the performance of duties.<sup>1</sup> Examples of work include supervision and delegation of assignment to other nurse administrators, coordinating these assignments for performance of accepted and improved standards of patient care. Interviews applicants and supervises the selection of nursing personnel, making recommendations for promotions, placement, transfer, and terminations. Analyzes reports from nursing personnel and works with problems pertinent to the

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<sup>1</sup>Position Classification Plan, University of Colorado Medical Center, Denver, Colorado, 1957.

administration of the department. Is responsible for the nursing service budget and expenditures. Serves on committees for the improvement of working relationships, existing policies and programs, and assists in the development of orientation and in-service education for professional growth of all nursing personnel.<sup>2</sup>

Determines the kind and amount of nursing care needed, and evaluates nursing care. Develops a nursing organization structure, assigning responsibility, delegating authority, and relating these to other departments in the hospital. Provides personnel for nursing care by defining qualifications and appointing personnel. Implements policies, noting job satisfaction and growth of personnel. Helps to maintain an adequate physical environment for patients and personnel, and analyzes effectiveness of existing physical environment. Provides a budget of personnel requirements which is adequate for patient care in cooperation with hospital administration. Reviews expenditures and needs and makes recommendations for changes. Plans with hospital administration for the interpretation of goals of the hospital and nursing service to the patient and the community. Assigns responsibility for

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<sup>2</sup>Ibid.

participation in public relations programs.<sup>3</sup> Initiates and conducts problem-solving conferences for nursing service. Encourages professional advancement and further study for personnel. Maintains friendly relationships with patients, patients' families and friends. Keeps informed of new developments in medical science as it affects nursing service, and participates in research necessary for the improvement of nursing service.<sup>4</sup>

ANALYSIS OF THE JOB DESCRIPTION OF THE ASSISTANT  
DIRECTOR OF NURSING SERVICE

This is a professional administrative position involving participation in the maintenance of nursing service under the supervision of the director of nursing service. Work involves executive ability in planning nursing services to insure adequate patient care and to improve the quality of patient care. This is accomplished by interpreting policies and procedures, encouraging personnel participation in formulation of new methods to

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<sup>3</sup>"American Nurses' Association Committee on Statements of Functions, Standards, and Qualifications," American Journal of Nursing, 56:1165-67, September, 1956.

<sup>4</sup>American Hospital Association and National League of Nursing Education, Hospital Nursing Service Manual (New York: National League of Nursing Education, 1950), pp. 12-13.

improve quality of patient care and maximum utilization of scheduled hours and abilities. Assists in coordinating activities of other departments, promoting harmonious working relationships for all team members. Competently plans the work load which is flexible according to the demands on time as adviser and counselor to personnel. Works with problems felt by staff, and plans, organizes, and directs incidental teaching and in-service education for nursing personnel, using patience and tact in all situations. Assists in interviewing nursing personnel, keeping complete and accurate records to assist in selection, placement, promotion, transfer, and termination of employees. Maintains a plan of staffing according to budget allowances, assigning personnel for optional coverage of shifts. Has ability to accept responsibility readily, making frequent decisions regarding administration of nursing service.<sup>5</sup>

Participates in conferences, formulating policy and program for integration of patient services. Studies trends in nursing for development of new techniques in nursing practice, and helps with implementation and evaluation of results.<sup>6</sup>

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<sup>5</sup>United States Department of Labor, Job Descriptions and Organization Analysis for Hospitals and Related Health Services (Washington: Government Printing Office, 1952), pp. 308-9.

<sup>6</sup>Ibid.

ANALYSIS OF THE JOB DESCRIPTION OF THE EVENING  
OR NIGHT SUPERVISOR OF NURSING SERVICE

This is a professional administrative position, directing and coordinating nursing service, with the added responsibility of making decisions regarding hospital policy, in the absence of the hospital administrator. Supervises patient care in assigned departments of nursing service, reviewing work performance for nursing standards and patient safety. Participates in therapeutic nursing techniques, making self available, and analyzing special problems relating to the department. Helps to coordinate patient care with the medical plan, interpreting and assisting in complex patient care. Uses considerable initiative and judgment in adaptation to meet emergency situations regarding patient care, personnel management, and hospital management. Maintains productivity in stress situations, and has a good balance of praise and criticism. Interprets policies and objectives of the hospital to all disciplines concerned with patient care as needed. Helps with orientation of hospital personnel in nursing, extending information to members of other departments in the total care of the patient. Has ability to apply principles of personnel administration in assisting with programs of selection and placement of personnel. Reports

accurately on patient conditions, and communicates warmth and acceptance in interpersonal relationships. Is responsible to the director of nursing service for the administration of the department, and keeps persons informed for the smooth functioning of nursing service.<sup>7</sup>

ANALYSIS OF THE JOB DESCRIPTION OF THE DAY  
SUPERVISOR

This is a professional administrative position directing and supervising a group of patient-care units, or a specialized area, delegated by the director of nursing service. Determines staffing and nursing needs in accordance with accepted standards of patient care. Demonstrates skills in identifying problems within the assigned area, and plans adequately for their solution. Works for therapeutic environment and oversees the performance of personnel in their delegated and assigned duties. Evaluates adequacy of in-service education, contributing to the overall program of instruction. Investigates new trends in nursing, and is acquainted with recent developments pertaining to the specialized department. Expresses self meaningfully and spends time with patients

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<sup>7</sup>Ibid., p. 306.

to appraise the overall nursing program. Plans with other departments to facilitate complexity of patient care, maintaining good interpersonal relationships. Demonstrates ability for problem-solving when difficult situations occur between departments, using objectivity in problem approach. Plans for equipment and supplies within budgetary limits. Engages in studies for the evaluation of nursing care and for the improvement of nursing service. Responds helpfully in patient care, communicating ability and nursing knowledge. Is familiar with policies and procedures, and serves on committees for review of all nursing practices. Applies principles of personnel management and exemplifies high standards of administration.<sup>8</sup>

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<sup>8</sup>Ibid., p. 310.

APPENDIX E

TABULATION OF RATING FORMS ACCORDING TO BED CAPACITY  
AND PERSON PERFORMING THE NON-NURSING FUNCTION

DISTRIBUTION OF RESPONSES OF NINETY-THREE DIRECTORS IN HOSPITALS WITH BED CAPACITY  
OF 101 TO 200 CONCERNING NON-NURSING FUNCTIONS

| Non-nursing Functions   | No<br>Answer | Always | Usually | Often | Seldom | Never |
|---|--------------|--------|---------|-------|--------|-------|
| Clerical work in making out or checking payroll   | 1            | 34     | 3       | 7     | 13     | 35    |
| Computing evening and night duty differential   | 3            | 21     | 1       | 3     | 11     | 54    |
| Clerical work in processing new employee forms  | 1            | 23     | 8       | 7     | 19     | 35    |
| Clerical work in processing terminal employee forms and payroll entries   | 1            | 24     | 6       | 7     | 12     | 43    |
| Clerical work in processing salary increases (does not include selection or determination of who gets salary increases)                             | 1            | 24     | 5       | 1     | 13     | 49    |
| Clerical work in processing salary adjustments and prorating salaries   | 1            | 16     | 8       | 1     | 12     | 55    |
| Typing or mimeographing   | 1            | 3      | 3       | 11    | 24     | 51    |
| Housekeeping (excluding patient safety): checking cleanliness, procuring emergency janitorial service when housekeeping administrators are off duty | 2            | 8      | 7       | 20    | 33     | 23    |

| Non-nursing Function  | No Answer | Always | Usually | Often | Seldom | Never |
|---|-----------|--------|---------|-------|--------|-------|
| Dietary - procuring and supervising food care when dietary department staff is off duty |           | 1      | 1       | 3     | 11     | 77    |
| Checking in patients' valuables   |           | 1      | 0       | 7     | 28     | 57    |
| Checking on patients' clothing or clothing room   | 1         | 1      | 5       | 0     | 36     | 50    |
| Dispensing or procuring drugs when pharmacy is closed                                   |           | 13     | 6       | 8     | 39     | 27    |
| Laundry - procuring linen, checking shortages and inventory                             |           | 3      | 5       | 5     | 35     | 45    |
| Consolidating hospital census reports and delivering to admission office                |           | 7      | 5       | 10    | 11     | 60    |
| Performing routine admission office functions   |           | 1      | 1       | 3     | 12     | 76    |
| Issuing passes to visitors  | 1         | 2      | 2       | 11    | 18     | 59    |
| Locking and unlocking doors when other departments are closed such as for meetings      | 1         | 4      | 1       | 14    | 26     | 47    |
| Arranging and conducting hospital tours   |           | 8      | 14      | 34    | 32     | 5     |
| Conducting drill on use of fire extinguishers   |           | 3      | 11      | 11    | 35     | 33    |

DISTRIBUTION OF RESPONSES OF FORTY-TWO DIRECTORS IN HOSPITALS WITH BED CAPACITY OF  
201 TO 300 CONCERNING NON-NURSING FUNCTIONS

| Non-nursing Function  | No<br>Answer | Always | Usually | Often | Seldom | Never |
|---|--------------|--------|---------|-------|--------|-------|
| Clerical work in making out or<br>checking payroll  |              | 9      | 5       | 0     | 8      | 20    |
| Computing evening and night duty<br>differential  | 1            | 8      | 2       | 0     | 7      | 24    |
| Clerical work in processing new<br>employee forms   | 1            | 7      | 1       | 5     | 8      | 20    |
| Clerical work in processing terminal<br>employee forms and payroll entries  | 2            | 9      | 1       | 5     | 7      | 18    |
| Clerical work in processing salary<br>increases (does not include selec-<br>tion or determination of who gets<br>salary increases)                                |              | 10     | 0       | 2     | 6      | 24    |
| Clerical work in processing salary<br>adjustments and prorating salaries  | 1            | 7      | 2       | 2     | 3      | 27    |
| Typing or mimeographing   |              | 2      | 4       | 2     | 4      | 30    |
| Housekeeping (excluding patient<br>safety): checking cleanliness,<br>procuring emergency janitorial<br>service when housekeeping adminis-<br>trators are off duty |              | 1      | 1       | 2     | 18     | 20    |

| Non-nursing Function  | No Answer | Always | Usually | Often | Seldom | Never |
|---|-----------|--------|---------|-------|--------|-------|
| Dietary - procuring and supervising food care when dietary department staff is off duty |           | 0      | 1       | 0     | 5      | 36    |
| Checking in patients' valuables   |           | 1      | 0       | 1     | 12     | 28    |
| Checking on patients' clothing or clothing room   |           | 0      | 0       | 1     | 12     | 29    |
| Dispensing or procuring drugs when pharmacy is closed                                   |           | 1      | 0       | 6     | 17     | 18    |
| Laundry - procuring linen, checking shortages and inventory                             | 2         | 0      | 0       | 2     | 14     | 24    |
| Consolidating hospital census reports and delivering to admission office                |           | 1      | 1       | 1     | 5      | 34    |
| Performing routine admission office functions   |           | 1      | 0       | 0     | 6      | 35    |
| Issuing passes to visitors  |           | 1      | 2       | 1     | 12     | 26    |
| Locking and unlocking doors when other departments are closed such as for meetings      |           | 0      | 0       | 1     | 18     | 23    |
| Arranging and conducting hospital tours   |           | 1      | 6       | 10    | 20     | 5     |
| Conducting drill on use of fire extinguishers   | 1         | 1      | 2       | 2     | 8      | 28    |

DISTRIBUTION OF RESPONSES OF TWENTY-SIX DIRECTORS IN HOSPITALS WITH BED CAPACITY  
OF 301 TO 400 CONCERNING NON-NURSING FUNCTIONS

| Non-nursing Function  | No<br>Answer | Always | Usually | Often | Seldom | Never |
|---|--------------|--------|---------|-------|--------|-------|
| Clerical work in making out or checking payroll   |              | 5      | 2       | 1     | 3      | 15    |
| Computing evening and night duty differential   |              | 1      | 1       | 0     | 4      | 20    |
| Clerical work in processing new employee forms  |              | 0      | 2       | 2     | 4      | 18    |
| Clerical work in processing terminal employee forms and payroll entries   |              | 2      | 1       | 2     | 5      | 16    |
| Clerical work in processing salary increases (does not include selection or determination of who gets salary increases)                             |              | 0      | 1       | 4     | 3      | 18    |
| Clerical work in processing salary adjustments and prorating salaries   | 1            | 1      | 0       | 1     | 3      | 20    |
| Typing or mimeographing   | 1            | 0      | 0       | 2     | 5      | 18    |
| Housekeeping (excluding patient safety): checking cleanliness, procuring emergency janitorial service when housekeeping administrators are off duty | 1            | 0      | 1       | 3     | 7      | 15    |

| Non-nursing Function  | No Answer | Always | Usually | Often | Seldom | Never |
|---|-----------|--------|---------|-------|--------|-------|
| Dietary - procuring and supervising food care when dietary department staff is off duty | 1         | 0      | 0       | 0     | 1      | 24    |
| Checking in patients' valuables   | 1         | 0      | 0       | 0     | 3      | 22    |
| Checking on patients' clothing or clothing room   |           | 0      | 0       | 1     | 5      | 20    |
| Dispensing or procuring drugs when pharmacy is closed                                   |           | 0      | 0       | 1     | 8      | 17    |
| Laundry - procuring linen, checking shortages and inventory                             |           | 0      | 0       | 0     | 10     | 16    |
| Consolidating hospital census reports and delivering to admission office                |           | 0      | 0       | 0     | 2      | 24    |
| Performing routine admission office functions   |           | 0      | 0       | 0     | 0      | 26    |
| Issuing passes to visitors  |           | 0      | 1       | 2     | 6      | 17    |
| Locking and unlocking doors when other departments are closed such as for meetings      |           | 0      | 0       | 2     | 10     | 14    |
| Arranging and conducting hospital tours   |           | 0      | 3       | 8     | 11     | 4     |
| Conducting drill on use of fire extinguishers   |           | 1      | 1       | 2     | 4      | 18    |

DISTRIBUTION OF RESPONSES OF FORTY-SIX ASSOCIATE OR ASSISTANT DIRECTORS IN HOSPITALS  
WITH BED CAPACITY OF 101 TO 200 CONCERNING NON-NURSING FUNCTIONS

| Non-nursing Function  | No<br>Answer | Always | Usually | Often | Seldom | Never |
|---|--------------|--------|---------|-------|--------|-------|
| Clerical work in making out or<br>checking payroll  | 2            | 12     | 2       | 5     | 8      | 17    |
| Computing evening and night duty<br>differential  | 3            | 2      | 0       | 0     | 4      | 37    |
| Clerical work in processing new<br>employee forms   | 2            | 8      | 4       | 5     | 5      | 22    |
| Clerical work in processing terminal<br>employee forms and payroll entries  | 2            | 10     | 2       | 3     | 6      | 23    |
| Clerical work in processing salary<br>increases (does not include selec-<br>tion or determination of who gets<br>salary increases)                                | 2            | 2      | 2       | 2     | 5      | 33    |
| Clerical work in processing salary<br>adjustments and prorating salaries  | 3            | 1      | 3       | 3     | 5      | 31    |
| Typing or mimeographing   | 2            | 3      | 3       | 7     | 9      | 22    |
| Housekeeping (excluding patient<br>safety): checking cleanliness,<br>procuring emergency janitorial<br>service when housekeeping adminis-<br>trators are off duty | 1            | 4      | 0       | 8     | 18     | 15    |

| Non-nursing Function  | No Answer | Always | Usually | Often | Seldom | Never |
|---|-----------|--------|---------|-------|--------|-------|
| Dietary - procuring and supervising food care when dietary department staff is off duty | 2         | 0      | 0       | 1     | 3      | 40    |
| Checking in patients' valuables   | 1         | 2      | 0       | 2     | 22     | 19    |
| Checking on patients' clothing or clothing room   | 1         | 1      | 1       | 5     | 20     | 18    |
| Dispensing or procuring drugs when pharmacy is closed                                   |           | 13     | 2       | 8     | 9      | 14    |
| Laundry - procuring linen, checking shortages and inventory                             |           | 1      | 5       | 2     | 12     | 26    |
| Consolidating hospital census reports and delivering to admission office                |           | 3      | 2       | 6     | 5      | 30    |
| Performing routine admission office functions   | 1         | 1      | 0       | 7     | 8      | 29    |
| Issuing passes to visitors  | 1         | 4      | 0       | 5     | 9      | 27    |
| Locking and unlocking doors when other departments are closed such as for meetings      |           | 5      | 2       | 5     | 13     | 21    |
| Arranging and conducting hospital tours   |           | 2      | 5       | 11    | 14     | 14    |
| Conducting drill on use of fire extinguishers   |           | 1      | 2       | 4     | 10     | 29    |

DISTRIBUTION OF RESPONSES OF FORTY-EIGHT ASSOCIATE OR ASSISTANT DIRECTORS IN HOSPITALS WITH BED CAPACITY OF 201 TO 300 CONCERNING NON-NURSING FUNCTIONS

| Non-nursing Function  | No Answer | Always | Usually | Often | Seldom | Never |
|---|-----------|--------|---------|-------|--------|-------|
| Clerical work in making out or checking payroll   |           | 13     | 2       | 6     | 11     | 16    |
| Computing evening and night duty differential   | 2         | 4      | 0       | 5     | 5      | 32    |
| Clerical work in processing new employee forms  |           | 4      | 4       | 5     | 11     | 24    |
| Clerical work in processing terminal employee forms and payroll entries   |           | 4      | 5       | 4     | 10     | 25    |
| Clerical work in processing salary increases (does not include selection or determination of who gets salary increases)                             |           | 2      | 3       | 2     | 8      | 33    |
| Clerical work in processing salary adjustments and prorating salaries   | 1         | 1      | 1       | 3     | 9      | 33    |
| Typing or mimeographing   |           | 0      | 1       | 6     | 13     | 28    |
| Housekeeping (excluding patient safety): checking cleanliness, procuring emergency janitorial service when housekeeping administrators are off duty |           | 2      | 0       | 10    | 26     | 10    |

| Non-nursing Function  | No Answer | Always | Usually | Often | Seldom | Never |
|---|-----------|--------|---------|-------|--------|-------|
| Dietary - procuring and supervising food care when dietary department staff is off duty | 1         | 0      | 1       | 0     | 9      | 37    |
| Checking in patients' valuables   |           | 1      | 0       | 4     | 28     | 15    |
| Checking on patients' clothing or clothing room   | 1         | 1      | 0       | 3     | 24     | 19    |
| Dispensing or procuring drugs when pharmacy is closed                                   | 1         | 10     | 3       | 9     | 13     | 12    |
| Laundry - procuring linen, checking shortages and inventory                             | 1         | 0      | 2       | 6     | 19     | 20    |
| Consolidating hospital census reports and delivering to admission office                | 1         | 5      | 3       | 2     | 7      | 30    |
| Performing routine admission office functions   | 1         | 0      | 1       | 1     | 12     | 33    |
| Issuing passes to visitors  | 2         | 1      | 1       | 9     | 13     | 22    |
| Locking and unlocking doors when other departments are closed such as for meetings      | 1         | 3      | 1       | 4     | 16     | 23    |
| Arranging and conducting hospital tours   | 1         | 3      | 5       | 7     | 15     | 17    |
| Conducting drill on use of fire extinguishers   | 1         | 0      | 1       | 1     | 8      | 37    |

DISTRIBUTION OF RESPONSES OF THIRTY-THREE ASSOCIATE OR ASSISTANT DIRECTORS IN HOSPITALS WITH BED CAPACITY OF 301 TO 400 CONCERNING NON-NURSING FUNCTIONS

| Non-nursing Function  | No Answer | Always | Usually | Often | Seldom | Never |
|---|-----------|--------|---------|-------|--------|-------|
| Clerical work in making out or checking payroll   |           | 8      | 1       | 5     | 1      | 18    |
| Computing evening and night duty differential   |           | 2      | 0       | 1     | 3      | 27    |
| Clerical work in processing new employee forms  |           | 2      | 0       | 3     | 5      | 23    |
| Clerical work in processing terminal employee forms and payroll entries   | 1         | 4      | 0       | 2     | 7      | 19    |
| Clerical work in processing salary increases (does not include selection or determination of who gets salary increases)                             |           | 4      | 0       | 1     | 2      | 26    |
| Clerical work in processing salary adjustments and prorating salaries   |           | 2      | 0       | 2     | 4      | 25    |
| Typing or mimeographing   |           | 1      | 2       | 3     | 3      | 24    |
| Housekeeping (excluding patient safety): checking cleanliness, procuring emergency janitorial service when housekeeping administrators are off duty |           | 2      | 1       | 2     | 10     | 18    |

| Non-nursing Function  | No Answer | Always | Usually | Often | Seldom | Never |
|---|-----------|--------|---------|-------|--------|-------|
| Dietary - procuring and supervising food care when dietary department staff is off duty |           | 0      | 0       | 2     | 3      | 28    |
| Checking in patients' valuables   |           | 2      | 0       | 3     | 11     | 17    |
| Checking on patients' clothing or clothing room   | 1         | 0      | 0       | 4     | 13     | 15    |
| Dispensing or procuring drugs when pharmacy is closed                                   |           | 6      | 3       | 2     | 14     | 8     |
| Laundry - procuring linen, checking shortages and inventory                             |           | 0      | 0       | 5     | 8      | 20    |
| Consolidating hospital census reports and delivering to admission office                | 1         | 3      | 0       | 0     | 6      | 23    |
| Performing routine admission office functions   |           | 0      | 1       | 1     | 4      | 27    |
| Issuing passes to visitors  |           | 1      | 2       | 4     | 8      | 18    |
| Locking and unlocking doors when other departments are closed such as for meetings      |           | 2      | 2       | 4     | 12     | 13    |
| Arranging and conducting hospital tours   |           | 2      | 1       | 4     | 12     | 14    |
| Conducting drill on use of fire extinguishers   |           | 1      | 1       | 3     | 3      | 25    |

DISTRIBUTION OF RESPONSES OF NINETY-TWO DAY SUPERVISORS IN HOSPITALS WITH BED  
CAPACITY OF 101 TO 200 CONCERNING NON-NURSING FUNCTIONS

| Non-nursing Function  | No<br>Answer | Always | Usually | Often | Seldom | Never |
|---|--------------|--------|---------|-------|--------|-------|
| Clerical work in making out or checking payroll   | 1            | 21     | 2       | 6     | 5      | 57    |
| Computing evening and night duty differential   | 2            | 6      | 0       | 0     | 6      | 78    |
| Clerical work in processing new employee forms  | 2            | 5      | 1       | 2     | 9      | 73    |
| Clerical work in processing terminal employee forms and payroll entries   | 1            | 6      | 0       | 1     | 8      | 76    |
| Clerical work in processing salary increases (does not include selection or determination of who gets salary increases)                             | 1            | 3      | 2       | 1     | 8      | 77    |
| Clerical work in processing salary adjustments and prorating salaries   | 2            | 2      | 1       | 1     | 5      | 81    |
| Typing or mimeographing   | 1            | 3      | 1       | 8     | 18     | 61    |
| Housekeeping (excluding patient safety): checking cleanliness, procuring emergency janitorial service when housekeeping administrators are off duty | 1            | 15     | 12      | 17    | 32     | 15    |

| Non-nursing Function  | No Answer | Always | Usually | Often | Seldom | Never |
|---|-----------|--------|---------|-------|--------|-------|
| Dietary - procuring and supervising food care when dietary department staff is off duty |           | 8      | 6       | 7     | 12     | 59    |
| Checking in patients' valuables   |           | 12     | 3       | 25    | 35     | 17    |
| Checking on patients' clothing or clothing room   | 2         | 12     | 4       | 22    | 34     | 18    |
| Dispensing or procuring drugs when pharmacy is closed                                   | 1         | 23     | 4       | 15    | 15     | 34    |
| Laundry - procuring linen, checking shortages and inventory                             | 1         | 9      | 5       | 13    | 40     | 24    |
| Consolidating hospital census reports and delivering to admission office                | 2         | 12     | 2       | 4     | 23     | 49    |
| Performing routine admission office functions   |           | 10     | 2       | 4     | 15     | 61    |
| Issuing passes to visitors  | 1         | 6      | 2       | 10    | 19     | 54    |
| Locking and unlocking doors when other departments are closed such as for meetings      | 1         | 7      | 2       | 8     | 17     | 57    |
| Arranging and conducting hospital tours   |           | 2      | 2       | 8     | 36     | 44    |
| Conducting drill on use of fire extinguishers   |           | 1      | 2       | 9     | 13     | 67    |

DISTRIBUTION OF RESPONSES OF SIXTY-FIVE DAY SUPERVISORS IN HOSPITALS WITH BED  
CAPACITY OF 201 TO 300 CONCERNING NON-NURSING FUNCTIONS

| Non-nursing Function  | No<br>Answer | Always | Usually | Often | Seldom | Never |
|---|--------------|--------|---------|-------|--------|-------|
| Clerical work in making out or checking payroll   | 13           | 2      | 1       | 7     | 42     |       |
| Computing evening and night duty differential   | 6            | 0      | 0       | 2     | 57     |       |
| Clerical work in processing new employee forms  | 0            | 0      | 2       | 4     | 59     |       |
| Clerical work in processing terminal employee forms and payroll entries   | 2            | 1      | 1       | 4     | 57     |       |
| Clerical work in processing salary increases (does not include selection or determination of who gets salary increases)                             | 1            | 0      | 1       | 1     | 3      | 59    |
| Clerical work in processing salary adjustments and prorating salaries   | 0            | 1      | 0       | 0     | 64     |       |
| Typing or mimeographing   | 0            | 3      | 11      | 14    | 37     |       |
| Housekeeping (excluding patient safety): checking cleanliness, procuring emergency janitorial service when housekeeping administrators are off duty | 8            | 10     | 18      | 18    | 11     |       |

| Non-nursing Function  | No Answer | Always | Usually | Often | Seldom | Never |
|---|-----------|--------|---------|-------|--------|-------|
| Dietary - procuring and supervising food care when dietary department staff is off duty | 1         | 1      | 1       | 3     | 11     | 48    |
| Checking in patients' valuables   | 1         | 3      | 2       | 14    | 28     | 17    |
| Checking on patients' clothing or clothing room   | 1         | 5      | 2       | 13    | 27     | 17    |
| Dispensing or procuring drugs when pharmacy is closed                                   | 1         | 3      | 4       | 11    | 13     | 33    |
| Laundry - procuring linen, checking shortages and inventory                             | 2         | 6      | 6       | 15    | 20     | 16    |
| Consolidating hospital census reports and delivering to admission office                | 2         | 2      | 1       | 4     | 5      | 51    |
| Performing routine admission office functions   | 2         | 2      | 2       | 9     | 5      | 45    |
| Issuing passes to visitors  | 1         | 3      | 3       | 6     | 14     | 38    |
| Locking and unlocking doors when other departments are closed such as for meetings      | 1         | 3      | 0       | 7     | 10     | 44    |
| Arranging and conducting hospital tours   | 1         | 1      | 1       | 8     | 25     | 29    |
| Conducting drill on use of fire extinguishers   | 1         | 1      | 2       | 4     | 10     | 47    |

DISTRIBUTION OF RESPONSES OF FORTY DAY SUPERVISORS IN HOSPITALS WITH BED CAPACITY  
OF 301 TO 400 CONCERNING NON-NURSING FUNCTIONS

| Non-nursing Function  | No<br>Answer | Always | Usually | Often | Seldom | Never |
|---|--------------|--------|---------|-------|--------|-------|
| Clerical work in making out or checking payroll   |              | 8      | 0       | 4     | 4      | 24    |
| Computing evening and night duty differential   | 1            | 1      | 1       | 0     | 0      | 37    |
| Clerical work in processing new employee forms  | 1            | 1      | 0       | 0     | 6      | 32    |
| Clerical work in processing terminal employee forms and payroll entries   |              | 2      | 1       | 1     | 1      | 35    |
| Clerical work in processing salary increases (does not include selection or determination of who gets salary increases)                             |              | 2      | 1       | 0     | 2      | 35    |
| Clerical work in processing salary adjustments and prorating salaries   | 1            | 1      | 0       | 0     | 2      | 36    |
| Typing or mimeographing   | 1            | 1      | 1       | 3     | 9      | 25    |
| Housekeeping (excluding patient safety): checking cleanliness, procuring emergency janitorial service when housekeeping administrators are off duty | 1            | 7      | 7       | 5     | 10     | 10    |

| Non-nursing Function  | No Answer | Always | Usually | Often | Seldom | Never |
|---|-----------|--------|---------|-------|--------|-------|
| Dietary - procuring and supervising food care when dietary department staff is off duty | 1         | 3      | 2       | 2     | 4      | 28    |
| Checking in patients' valuables   | 2         | 1      | 2       | 9     | 19     | 7     |
| Checking on patients' clothing or clothing room   | 2         | 2      | 4       | 6     | 14     | 12    |
| Dispensing or procuring drugs when pharmacy is closed                                   |           | 5      | 2       | 5     | 8      | 20    |
| Laundry - procuring linen, checking shortages and inventory                             |           | 3      | 2       | 6     | 16     | 13    |
| Consolidating hospital census reports and delivering to admission office                |           | 2      | 0       | 2     | 7      | 29    |
| Performing routine admission office functions   |           | 1      | 1       | 4     | 10     | 24    |
| Issuing passes to visitors  |           | 2      | 0       | 2     | 8      | 28    |
| Locking and unlocking doors when other departments are closed such as for meetings      |           | 1      | 0       | 3     | 15     | 21    |
| Arranging and conducting hospital tours   | 1         | 1      | 1       | 6     | 9      | 22    |
| Conducting drill on use of fire extinguishers   |           | 0      | 0       | 2     | 6      | 32    |

DISTRIBUTION OF RESPONSES OF EIGHTY-THREE EVENING SUPERVISORS IN HOSPITALS WITH BED  
CAPACITY OF 101 TO 200 CONCERNING NON-NURSING FUNCTIONS

| Non-nursing Function  | No<br>Answer | Always | Usually | Often | Seldom | Never |
|---|--------------|--------|---------|-------|--------|-------|
| Clerical work in making out or checking payroll   | 1            | 6      | 2       | 0     | 5      | 69    |
| Computing evening and night duty differential   | 1            | 0      | 0       | 0     | 1      | 81    |
| Clerical work in processing new employee forms  | 2            | 0      | 1       | 0     | 7      | 73    |
| Clerical work in processing terminal employee forms and payroll entries   | 2            | 1      | 0       | 1     | 4      | 75    |
| Clerical work in processing salary increases (does not include selection or determination of who gets salary increases)                             | 1            | 0      | 0       | 0     | 1      | 81    |
| Clerical work in processing salary adjustments and prorating salaries   | 2            | 0      | 0       | 0     | 0      | 81    |
| Typing or mimeographing   | 1            | 2      | 2       | 5     | 15     | 58    |
| Housekeeping (excluding patient safety): checking cleanliness, procuring emergency janitorial service when housekeeping administrators are off duty | 2            | 10     | 2       | 15    | 29     | 25    |

| Non-nursing Function  | No Answer | Always | Usually | Often | Seldom | Never |
|---|-----------|--------|---------|-------|--------|-------|
| Dietary - procuring and supervising food care when dietary department staff is off duty | 1         | 6      | 2       | 12    | 29     | 33    |
| Checking in patients' valuables   | 1         | 6      | 4       | 26    | 36     | 10    |
| Checking on patients' clothing or clothing room   | 1         | 2      | 2       | 15    | 43     | 20    |
| Dispensing or procuring drugs when pharmacy is closed                                   | 2         | 47     | 13      | 15    | 2      | 4     |
| Laundry - procuring linen, checking shortages and inventory                             | 3         | 6      | 2       | 18    | 26     | 28    |
| Consolidating hospital census reports and delivering to admission office                | 2         | 12     | 5       | 2     | 5      | 57    |
| Performing routine admission office functions   | 1         | 7      | 6       | 22    | 11     | 36    |
| Issuing passes to visitors  | 1         | 6      | 3       | 11    | 24     | 38    |
| Locking and unlocking doors when other departments are closed such as for meetings      | 1         | 16     | 4       | 16    | 25     | 21    |
| Arranging and conducting hospital tours   | 1         | 0      | 1       | 3     | 28     | 50    |
| Conducting drill on use of fire extinguishers   | 3         | 2      | 1       | 3     | 9      | 65    |

DISTRIBUTION OF RESPONSES OF FORTY-TWO EVENING SUPERVISORS IN HOSPITALS WITH BED  
CAPACITY OF 201 TO 300 CONCERNING NON-NURSING FUNCTIONS

| Non-nursing Function  | No<br>Answer | Always | Usually | Often | Seldom | Never |
|---|--------------|--------|---------|-------|--------|-------|
| Clerical work in making out or<br>checking payroll  | 1            | 1      | 0       | 1     | 3      | 36    |
| Computing evening and night duty<br>differential  | 1            | 0      | 1       | 0     | 1      | 39    |
| Clerical work in processing new<br>employee forms   |              | 0      | 0       | 1     | 4      | 37    |
| Clerical work in processing terminal<br>employee forms and payroll entries  | 1            | 0      | 0       | 1     | 2      | 38    |
| Clerical work in processing salary<br>increases (does not include selec-<br>tion or determination of who gets<br>salary increases)                                |              | 0      | 0       | 1     | 1      | 40    |
| Clerical work in processing salary<br>adjustments and prorating salaries  |              | 0      | 0       | 0     | 3      | 39    |
| Typing or mimeographing   |              | 1      | 0       | 1     | 9      | 31    |
| Housekeeping (excluding patient<br>safety): checking cleanliness,<br>procuring emergency janitorial<br>service when housekeeping adminis-<br>trators are off duty |              | 5      | 2       | 15    | 16     | 4     |

| Non-nursing Function  | No Answer | Always | Usually | Often | Seldom | Never |
|---|-----------|--------|---------|-------|--------|-------|
| Dietary - procuring and supervising food care when dietary department staff is off duty |           | 4      | 0       | 8     | 21     | 9     |
| Checking in patients' valuables   |           | 1      | 1       | 11    | 5      | 24    |
| Checking on patients' clothing or clothing room   |           | 1      | 0       | 4     | 28     | 9     |
| Dispensing or procuring drugs when pharmacy is closed                                   |           | 30     | 4       | 7     | 0      | 1     |
| Laundry - procuring linen, checking shortages and inventory                             |           | 0      | 3       | 13    | 21     | 5     |
| Consolidating hospital census reports and delivering to admission office                | 1         | 6      | 1       | 1     | 5      | 28    |
| Performing routine admission office functions   |           | 4      | 0       | 4     | 17     | 17    |
| Issuing passes to visitors  | 1         | 4      | 1       | 10    | 9      | 17    |
| Locking and unlocking doors when other departments are closed such as for meetings      |           | 10     | 1       | 12    | 11     | 8     |
| Arranging and conducting hospital tours   |           | 0      | 0       | 2     | 14     | 26    |
| Conducting drill on use of fire extinguishers   |           | 0      | 0       | 0     | 3      | 39    |

DISTRIBUTION OF RESPONSES OF THIRTY-TWO EVENING SUPERVISORS IN HOSPITALS WITH BED CAPACITY OF 301 TO 400 CONCERNING NON-NURSING FUNCTIONS

| Non-nursing Function  | No Answer | Always | Usually | Often | Seldom | Never |
|---|-----------|--------|---------|-------|--------|-------|
| Clerical work in making out or checking payroll   |           | 2      | 0       | 1     | 3      | 26    |
| Computing evening and night duty differential   |           | 0      | 1       | 0     | 1      | 30    |
| Clerical work in processing new employee forms  |           | 0      | 1       | 0     | 1      | 30    |
| Clerical work in processing terminal employee forms and payroll entries   |           | 0      | 0       | 1     | 0      | 31    |
| Clerical work in processing salary increases (does not include selection or determination of who gets salary increases)                             |           | 0      | 0       | 0     | 1      | 31    |
| Clerical work in processing salary adjustments and prorating salaries   |           | 0      | 0       | 0     | 0      | 32    |
| Typing or mimeographing   | 1         | 0      | 0       | 3     | 4      | 24    |
| Housekeeping (excluding patient safety): checking cleanliness, procuring emergency janitorial service when housekeeping administrators are off duty |           | 1      | 0       | 15    | 12     | 4     |

| Non-nursing Function  | No Answer | Always | Usually | Often | Seldom | Never |
|---|-----------|--------|---------|-------|--------|-------|
| Dietary - procuring and supervising food care when dietary department staff is off duty |           | 1      | 0       | 8     | 15     | 8     |
| Checking in patients' valuables   | 1         | 0      | 1       | 9     | 13     | 8     |
| Checking on patients' clothing or clothing room   |           | 0      | 0       | 8     | 13     | 11    |
| Dispensing or procuring drugs when pharmacy is closed                                   |           | 17     | 4       | 5     | 1      | 5     |
| Laundry - procuring linen, checking shortages and inventory                             |           | 2      | 0       | 15    | 13     | 2     |
| Consolidating hospital census reports and delivering to admission office                |           | 3      | 0       | 1     | 3      | 25    |
| Performing routine admission office functions   |           | 2      | 1       | 4     | 8      | 17    |
| Issuing passes to visitors  | 1         | 3      | 2       | 5     | 7      | 14    |
| Locking and unlocking doors when other departments are closed such as for meetings      | 1         | 5      | 2       | 6     | 15     | 3     |
| Arranging and conducting hospital tours   |           | 0      | 0       | 2     | 8      | 22    |
| Conducting drill on use of fire extinguishers   |           | 0      | 0       | 2     | 7      | 23    |

DISTRIBUTION OF RESPONSES OF EIGHTY-ONE NIGHT SUPERVISORS IN HOSPITALS WITH BED CAPACITY OF 101 TO 200 CONCERNING NON-NURSING FUNCTIONS

| Non-nursing Function  | No Answer | Always | Usually | Often | Seldom | Never |
|---|-----------|--------|---------|-------|--------|-------|
| Clerical work in making out or checking payroll   |           | 9      | 2       | 0     | 2      | 68    |
| Computing evening and night duty differential   | 1         | 1      | 2       | 0     | 0      | 77    |
| Clerical work in processing new employee forms  |           | 0      | 0       | 0     | 3      | 78    |
| Clerical work in processing terminal employee forms and payroll entries   |           | 1      | 1       | 0     | 4      | 75    |
| Clerical work in processing salary increases (does not include selection or determination of who gets salary increases)                             | 1         | 0      | 1       | 0     | 1      | 78    |
| Clerical work in processing salary adjustments and prorating salaries   |           | 0      | 1       | 0     | 1      | 79    |
| Typing or mimeographing   |           | 5      | 2       | 6     | 10     | 58    |
| Housekeeping (excluding patient safety): checking cleanliness, procuring emergency janitorial service when housekeeping administrators are off duty |           | 10     | 5       | 17    | 27     | 22    |

| Non-nursing Function  | No Answer | Always | Usually | Often | Seldom | Never |
|---|-----------|--------|---------|-------|--------|-------|
| Dietary - procuring and supervising food care when dietary department staff is off duty |           | 4      | 3       | 7     | 23     | 44    |
| Checking in patients' valuables   |           | 16     | 5       | 32    | 23     | 5     |
| Checking on patients' clothing or clothing room   | 1         | 6      | 4       | 23    | 31     | 16    |
| Dispensing or procuring drugs when pharmacy is closed                                   |           | 44     | 8       | 21    | 5      | 3     |
| Laundry - procuring linen, checking shortages and inventory                             |           | 6      | 1       | 20    | 20     | 34    |
| Consolidating hospital census reports and delivering to admission office                | 1         | 43     | 12      | 4     | 4      | 17    |
| Performing routine admission office functions   |           | 20     | 10      | 19    | 17     | 15    |
| Issuing passes to visitors  | 1         | 8      | 2       | 10    | 18     | 42    |
| Locking and unlocking doors when other departments are closed such as for meetings      | 1         | 16     | 6       | 14    | 19     | 25    |
| Arranging and conducting hospital tours   | 1         | 0      | 0       | 1     | 3      | 76    |
| Conducting drill on use of fire extinguishers   | 2         | 3      | 0       | 0     | 4      | 72    |

DISTRIBUTION OF RESPONSES OF THIRTY-EIGHT NIGHT SUPERVISORS IN HOSPITALS WITH BED  
CAPACITY OF 201 TO 300 CONCERNING NON-NURSING FUNCTIONS

| Non-nursing Function  | No<br>Answer | Always | Usually | Often | Seldom | Never |
|---|--------------|--------|---------|-------|--------|-------|
| Clerical work in making out or checking payroll   |              | 2      | 0       | 3     | 0      | 33    |
| Computing evening and night duty differential   | 1            | 1      | 1       | 0     | 0      | 35    |
| Clerical work in processing new employee forms  |              | 0      | 0       | 0     | 1      | 37    |
| Clerical work in processing terminal employee forms and payroll entries   |              | 0      | 0       | 1     | 1      | 36    |
| Clerical work in processing salary increases (does not include selection or determination of who gets salary increases)                             |              | 0      | 0       | 1     | 0      | 37    |
| Clerical work in processing salary adjustments and prorating salaries   |              | 0      | 0       | 0     | 0      | 38    |
| Typing or mimeographing   | 1            | 4      | 0       | 1     | 4      | 28    |
| Housekeeping (excluding patient safety): checking cleanliness, procuring emergency janitorial service when housekeeping administrators are off duty | 1            | 4      | 1       | 7     | 17     | 8     |

| Non-nursing Function  | No Answer | Always | Usually | Often | Seldom | Never |
|---|-----------|--------|---------|-------|--------|-------|
| Dietary - procuring and supervising food care when dietary department staff is off duty | 1         | 4      | 0       | 4     | 13     | 16    |
| Checking in patients' valuables   | 1         | 4      | 1       | 7     | 18     | 7     |
| Checking on patients' clothing or clothing room   | 2         | 1      | 1       | 5     | 18     | 11    |
| Dispensing or procuring drugs when pharmacy is closed                                   | 1         | 26     | 3       | 6     | 1      | 1     |
| Laundry - procuring linen, checking shortages and inventory                             | 1         | 2      | 3       | 5     | 19     | 8     |
| Consolidating hospital census reports and delivering to admission office                | 1         | 18     | 4       | 2     | 1      | 12    |
| Performing routine admission office functions   | 1         | 8      | 4       | 7     | 4      | 14    |
| Issuing passes to visitors  | 3         | 2      | 0       | 3     | 11     | 19    |
| Locking and unlocking doors when other departments are closed such as for meetings      | 2         | 5      | 7       | 4     | 7      | 13    |
| Arranging and conducting hospital tours   | 1         | 0      | 0       | 1     | 3      | 33    |
| Conducting drill on use of fire extinguishers   | 1         | 0      | 0       | 1     | 4      | 32    |

DISTRIBUTION OF RESPONSES OF TWENTY-NINE NIGHT SUPERVISORS IN HOSPITALS WITH BED  
CAPACITY OF 301 TO 400 CONCERNING NON-NURSING FUNCTIONS

| Non-nursing Function  | No<br>Answer | Always | Usually | Often | Seldom | Never |
|---|--------------|--------|---------|-------|--------|-------|
| Clerical work in making out or checking payroll   |              | 3      | 0       | 3     | 4      | 19    |
| Computing evening and night duty differential   |              | 0      | 2       | 1     | 1      | 25    |
| Clerical work in processing new employee forms  | 1            | 0      | 1       | 0     | 2      | 25    |
| Clerical work in processing terminal employee forms and payroll entries   |              | 1      | 0       | 2     | 2      | 24    |
| Clerical work in processing salary increases (does not include selection or determination of who gets salary increases)                             |              | 1      | 0       | 3     | 1      | 24    |
| Clerical work in processing salary adjustments and prorating salaries   | 1            | 0      | 1       | 0     | 0      | 27    |
| Typing or mimeographing   |              | 4      | 2       | 2     | 5      | 16    |
| Housekeeping (excluding patient safety): checking cleanliness, procuring emergency janitorial service when housekeeping administrators are off duty | 1            | 2      | 0       | 11    | 9      | 6     |

| Non-nursing Function  | No Answer | Always | Usually | Often | Seldom | Never |
|---|-----------|--------|---------|-------|--------|-------|
| Dietary - procuring and supervising food care when dietary department staff is off duty |           | 1      | 0       | 6     | 8      | 14    |
| Checking in patients' valuables   |           | 3      | 5       | 6     | 12     | 3     |
| Checking on patients' clothing or clothing room   | 1         | 1      | 1       | 7     | 13     | 6     |
| Dispensing or procuring drugs when pharmacy is closed                                   | 1         | 22     | 1       | 4     | 1      | 0     |
| Laundry - procuring linen, checking shortages and inventory                             | 1         | 3      | 1       | 7     | 13     | 4     |
| Consolidating hospital census reports and delivering to admission office                | 2         | 14     | 3       | 2     | 3      | 5     |
| Performing routine admission office functions   | 1         | 5      | 1       | 10    | 6      | 6     |
| Issuing passes to visitors  | 1         | 6      | 0       | 2     | 6      | 14    |
| Locking and unlocking doors when other departments are closed such as for meetings      | 1         | 3      | 4       | 8     | 1      | 12    |
| Arranging and conducting hospital tours   | 1         | 0      | 0       | 0     | 2      | 26    |
| Conducting drill on use of fire extinguishers   | 1         | 2      | 1       | 0     | 2      | 23    |