

# THE EXPERIENCES OF OPERATIONAL MANAGERS IN THE MANAGEMENT OF THE POOR PERFORMANCE OF NURSES

NOMONDE DLAMINI

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# PROGRESSION OF THE PRESENTATION

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# INTRODUCTION AND BACKGROUND

- ▶ **Study conducted as a requirement**
- ▶ **All agree that nursing today is different from nursing yesterday**
- ▶ **Why ? What happened?**
- ▶ **lack of management of the poor performance of nurses**

# CONTINUATION

- ▶ Poor performance is described as the failure of an employee to do **his/her job or failure to do it in an acceptable manner (Public Service Commission (PSC), 2007**
- ▶ **Poor performance in nursing**

# PROBLEM STATEMENT

- ▶ the lack of management of the poor performance of nurses
- ▶ decline in standards of nursing care.
- ▶ High incidences of Serious Adverse Events
- ▶ escalating complaints from dissatisfied patients and relatives about poor nursing care.
- ▶ There is negative media publicity about the hospital as a result of poor patient outcomes.
- ▶ Failure to use existing policies
- ▶ Two questions were asked

## METHOD

- ▶ The researcher used a qualitative, exploratory, descriptive and **contextual**
- ▶ Population and sampling
- ▶ Data collection and analysis
- ▶ Ethical considerations

# FINDINGS/RESULTS

**Central Theme**

**Three Themes**

**Sub-Themes**

## PRESENTATION OF RESULTS

### Central theme: All lacked knowledge & skills

*“You know mam, the issue of poor performance of nurses is a big problem, (pause)... it has been left unattended to for a long time... we really don't know what to do...”*

➤ has been identified as a key stumbling block to health care delivery in South Africa.

#### ➤ **RECOMMENDATIONS**

*“Iya, I think we need to be taken for training, to have specialty skills to manage this poor performance... You know when you have a specialty you see things differently. You always remind yourself of what you were taught.”*

➤ *Toolkit for the management of poor performance in public service*



## THEME 1: CHALLENGES IN MANAGING POOR PERFORMANCE

- ▶ They operate in a hostile environment
- ▶ ***“you see mam, the nurses we have today... err, are no longer the nurses we had then... these are stubborn and uncooperative... difficult to work with, they do not want to work.”***
- ▶ **Molautsi 2013: managers lack the ability to identify causes of poor performance**
- ▶ **Lamented that is has been left unattended to for a long time**
- ▶ ***“When you get into a situation where the person that ran the ward before you was relaxed, it is hard (challenging)... You see mam, err... poor performance of nurses have been left unattended to for a long period of time in this hospital... it is difficult (challenging) to undo what the people are used to doing...”*** (with a tone of helplessness)
- ▶ **PSC: the task is undesirable**

## SUB-THEMES: 1.1: NEGATIVE ATTITUDES AND HOSTILITY 1.2 INTIMIDATION & DISRESPECT BY UNIONS

- ▶ **Nurses show negative attitudes and resentment**
- ▶ *“When you show them their wrongdoings, they get angry and develop resentment and hostility towards you, they are not used to being told of their wrong doing...”*
- ▶ **Sprenger 2009:** performance of employees that was not managed at an early occurrence, is likely to be met with hostility when it is confronted.
- ▶ *“Mam, we need to be taught how to discipline nurses!”* (changing tone of voice)
- ▶ **Positive response**
- ▶ *“when you teach people you change their attitude because they know that you taught them and they try to do their best to improve their performance..”* (smiling)
- ▶ **Intimidation and disrespect by unions**
- ▶ **They force OM to do what they want**
- ▶ *“Di union diyakena Mam, bakenaka attitude (the unions walk into the ward Mam, they come with an attitude), they just treat you like you are nothing, including our own nurses union which we think they have an understanding of nursing issues do not support us...”*
- ▶ **Barras 2014:** They use bullying tactics with managers to derail them from focusing on executing their responsibilities.

## CONTINUATION SUB-THEME 1.3 : LACK OF RESOURCES

- ▶ Lamented that nurses are overstretched
- ▶ Supervisors do not know what they are going though
- ▶ *“...You see, the managers out there, they don't know what we experience down here. (pause) The ratio that they give us of nurses towards the patients in the unit...iya!, you stretch to an ultimate level that now is unstretchable.. how do you manage the poor performance when nurses are overworked?” (getting agitated)*
- ▶ WHO: when nurses are overstretched, errors are likely to occur, managing poor performance should be looked into with other factors
- ▶ *“I end up having to cover the ward every time someone did not pitch up... I am exhausted myself I want to go...deep emotional sigh, followed by a long pause, I can't take this anymore...” (Appears very distressed)*
- ▶ *“I think they must give us enough nurses in the ward, so that I do not do clinical work but focus on my management role...” (raising a voice)*
- ▶ Another participant said:
- ▶ *“we need more nurses and supplies in the wards, so the nurses can perform well...”*
- ▶ **Matlakala 2014: maximise utilisation**

## THEME 2 : EMOTIONAL EXPERIENCES

### SUB-THEME 2.1 FEAR

- ▶ Experienced emotional stress, supervisors do not assist
- ▶ *“we have emotional stress mam... our managers are not helpful in managing this poor performance, but are harsh on us...”* (emphasising)
- ▶ *“Our managers will tell you either "siyophuma nge gate" (we will walk out the gate)... and we are all "phuming nge gate" (we will all walk out the gate) I wonder if they are aware, their attitude is depressing !... what does it mean,” siyophuma nge gate?...”* (we will all work out the gate). (Getting angry)
- ▶ Lawyers SA 2015:verbal abuse is unacceptable
- ▶ Participants are afraid of approaching their managers
- ▶ *“...when the matron comes into the ward aswentse dinko...(with the nose pulled up), you already know that your day is spoiled...eish! These people. Already you will be scared to raise the problems you experience in the ward...”* (Appears uncomfortable to talk freely.)

## THEME 3; INEFFECTIVE LEADERSHIP PRACTICE, SUB-THEME 3.1 LACK OF SUPPORT AND POOR COMMUNICATION

- ▶ **DID NOT GIVE DIRECT RESPONSES, UTTERANCES OF BLAMING SHOWED INEFFECTIVE LEADERSHIP**
- ▶ **SPOKE ABOUT INEFFECTIVE LEADERSHIP OF SUPERVISORS.**
- ▶ ***“You don’t get an answer that will motivate you when you ask these supervisors! ... some of the things, er... are difficult for us and they’ll say “do it!” that’s why we are having frustration and stress because they will say ”go! go! and do it ! like they talk to a small child ...” (raising a voice)***
- ▶ ***“They tell you do something, when you come back they criticise you... you never understand...”***
- ▶ **CONTARTES 2010: NEGATIVE COMMUNICATION BY SUPERVISORS FUELS A NEGATIVE ENVIRONMENT**
- ▶ ***“You see maam... you struggle alone with the management of this poor performance, our managers do not support us...if only they could support us...” (lowering voice)***
- ▶ ***“Maam, management must support us...Things we do not know, we need to be taught ”***
- ▶ **FroschheiseR \_2008: recommends a supportive supervision model**
- ▶

- ▶ conclusion
- ▶ limitations
- ▶ Strategies were developed
- ▶ Recommendations

THANK YOU! NGIYABONGA!