

**VISOKA ZDRAVSTVENA ŠOLA V CELJU**

**VLOGA GLAVNE MEDICINSKE SESTRE PRI ORGANIZACIJI DELA  
NA BOLNIŠNIČNEM ODDELKU V ČASU GOSPODARSKE KRIZE**

**THE ROLE OF NURSE MANAGERS IN THE ORGANIZATION OF  
WORK IN A HOSPITAL DEPARTMENT DURING THE ECONOMIC  
CRISIS**

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## POVZETEK

**Uvod:** Zdravstveno nego predstavljajo medicinske sestre, ki kljub svojim težavam izven delovnega okolja, skrbijo, da delo v bolnišnicah poteka nemoteno. Ob okrnjenem kadru, zmanjšanih financah in pomanjkanju materiala, organizirajo delo tako, da je pacientom zagotovljena profesionalna in kontinuirana zdravstvena nega. Namen diplomskega dela je predstaviti vlogo glavne medicinske sestre pri organiziranju dela na bolnišničnem oddelku v času gospodarske krize.

**Metode dela:** Uporabili smo kvalitativno metodo raziskovanja. Podatke smo zbrali s tehniko intervjuja in pregledom podatkov o obsegu dela in kadra zdravstvene nege na izbranih bolnišničnih oddelkih Splošne bolnišnice Celje od leta 2010 do 2014. Kot instrument smo uporabili polstrukturiran intervju, ki je bil sestavljen iz dvajset vnaprej pripravljenih odprtih vprašanj in oblikovan za potrebe raziskave. V raziskavo so bile vključene glavne medicinske sestre treh kirurških in treh internih oddelkov. Vsak intervju je bil izveden individualno v prostoru, ki je zagotavljal anketirancem anonimnost in diskretnost. Sodelovanje v raziskavi je bilo prostovoljno. Intervju je v povprečju trajal 30 minut.

**Rezultati:** Raziskava je pokazala, da so vse intervjuvane glavne medicinske sestre izpostavile pomanjkanje kadra. Dnevno se soočajo z varčevanjem pri materialu in pripomočkih za zdravstveno nego. Ocenjujejo, da se je obseg dela v zadnjih letih povečal za 15-40 %. Kadrovske viri po njihovem mnenju povečanemu obsegu dela niso sledili. Glavne medicinske sestre povečan obseg dela pripisujejo predvsem večji zahtevnosti pacientov in uvajanju novih metod dela. Za nemoteno delo bi potrebovale dodaten kader. Podatke, ki smo jih pridobili z intervjujem, smo primerjali s kategorizacijo zahtevnosti pacientov, številom zdravljenih pacientov, povprečnim dnevnim staležem in številom izvajalcev ur po oddelkih za obdobje med letoma 2010 do 2014. Ugotovili smo, da ti podatki ne kažejo bistvenega povečanja zahtevnosti pacientov oziroma obsega dela.

**Razprava in sklep:** Ugotovili smo, da glavne medicinske sestre na vseh oddelkih občutijo pomanjkanje kadra. Izpostavljajo racionalno uporabo pripomočkov za zdravstveno nego in občasno slabši material. Izpostavijo tudi nenehno menjavo zdravil, kar je posledica vedno novih razpisov in izbire cenejšega ponudnika. Primanjkuje jim bolnišničnega perila. Glavne medicinske sestre na vseh oddelkih prilagajajo in uvajajo spremembe za izboljšanje organizacije dela, saj se je obseg dela po njihovem mnenju povečal. Menijo, da je za izboljšanje stanja v zdravstveni negi treba ukrepati tudi na državni ravni, ne samo na ravni organizacije.

**Ključne besede:** organizacija dela, glavne medicinske sestre, gospodarska kriza, zdravstvena nega, spremembe.

## SUMMARY

**Introduction:** Nursing care is provided by nurses, who despite their own problems outside the work environment, ensure that work in hospitals runs smoothly. With limited staff, reduced finances and lack of material they organize work so that patients are provided with professional and continuous care. The aim of this thesis is to present the role of nurse managers in the organization of work in hospital departments at a time of the economic crisis.

**Methods:** Qualitative and description methods were used in the thesis. Data was collected by interview and by reviewing information about the range of work and nursing care staff in selected hospital departments of the Celje General Hospital from 2010 to 2014. The primary sources of information are obtained through scientific monographs, technical and scientific papers, collections of scientific reports from conferences found in bibliographic databases. As an instrument, we used a semi-structured interview, which was composed of twenty open questions and designed for the needs of the research. For this study, an established and defined sample was used. The study included head nurses of three surgical and three internal departments. Each interview was conducted individually in a room, in which anonymity and discretion were provided to the respondents. Participation in the survey was voluntary. The interview lasted an average of 30 minutes.

**Results:** The survey showed that all interviewed head nurses highlighted the lack of staff. They are faced with saving material and instruments for health care on a daily base. It has been estimated that the volume of work has increased in the recent years by 15-40%. In their opinion, staff resources have not followed the increased volume of work. Nurse managers estimate that the increased workload can be primarily ascribed to the greater patient complexity and to the introduction of new working methods. For an uninterrupted work, nurses would require additional staff. Data that was gathered by interview was compared with the categorization of the patient complexity, the number of treated patients, average daily staff and the number of hours performed by departments for the period from 2010 to 2014. We have found that this data does not show any significant increase in the patient complexity or the volume of work.

**Discussion and conclusion:** We have found that head nurses in all departments experience a lack of staff. They expose the rational use of instruments for health care and occasionally inferior material. They highlight the continuing substitution of medicine, which has always been the result of new invitations to tender and the selection of cheaper providers. They lack hospital linen. Head nurses in all departments adjust and introduce changes to improve the organization of work, as the volume of work has increased in their view. It is believed that it is necessary to improve the situation in health care at the national level, not only at the level of the organization.

**Keywords:** work organization, nurse management, economic crisis, health care, changes.