### Manual M-6, DM&S Program Evaluation

### (Veterans Administration, Department of Medicine and Surgery Manual)

### Part II, Evaluation Criteria

Chapter 4, Nursing Service
(Paragraphs 4.01 through 4.09)
Revises Chapter 4 dated November 14, 1960

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Text for Chapter 4, Paragraph 4.01(a), annotated to reflect Change 10, dated **April 20, 1965** Text for Chapter 4, Paragraph 4.01(b) through 4.09, dated **November 14, 1960** 

<u>Transmittal sheets located at the end of the document:</u> Change 10, dated **April 20, 1965** 

Reference slip dated November 11, 1977 regarding all of M-6, Part II

## DM&S PROGRAM EVALUATION



## PART TWO EVALUATION CRITERIA

Department of Medicine and Surgery Veterans Administration Washington 25, D.C.

November 14, 1960

Part II, "Evaluation Criteria," VA Department of Medicine and Surgery Manual M-6, "DM&S Program Evaluation," is published for the compliance of all concerned.

WILLIAM S. MIDDLETON, M.D. Chief Medical Director

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### CHAPTER 4. NURSING SERVICE

### 4.01 GENERAL

- a. Supervisory reviews of field programs by Area Medical Office nursing personnel are a primary means of judging the effectiveness of nursing programs. The purpose of such reviews is to continuously improve nursing services to veteran-patients by providing expert assistance to operating personnel. Component programs of nursing, nursing policies and procedures, all should be considered in terms of the immediate and foreseeable effects on nursing services to patients.
- b. Nursing Service should be reviewed as an integral of the total field station organization, and nursing care as an integral of the total medical program. Therefore, in reviewing the adequacy and effectiveness of nursing service, consideration should be given to the variety and complexity of medical care programs, medical and other research and training programs, and to their influence on nursing requirements, consonant with the uniqueness of each station.

### 4.02 MAJOR ELEMENTS FOR CONSIDERATION

Identification of the major elements for consideration which are listed below is not intended to be restrictive on the individual conducting a survey of the nursing program. Professional discernment may result in special emphasis being given to analysis of certain of the elements, and additional elements may be determined to be pertinent to a particular survey situation.

- a. Organization and administration of Nursing Service.
- b. Nursing services to patients.
- c. Staff development.
- d. Extra-VA contributions to professional nursing.
- e. Systematic review and appraisal.
- f. Nursing Service "climate."

### 4.03 CRITERIA FOR EVALUATION

The areas of inquiry identified in the subsequent paragraphs are the benchmarks for survey. Effectiveness of the review and the validity of the findings are largely dependent on the skills and discriminating professional judgment of the reviewer.

### 4.04 ORGANIZATION AND ADMINISTRATION OF NURSING SERVICE

To assure most effective utilization of nursing resources, the organizational structure of Nursing Service should conform to accepted principles of organization and personnel management. The basic organization has considerable effect upon the development of component programs in nursing and should enable each employee to contribute effectively to defined service-to-patient objectives.

### Areas of Inquiry:

- a. The organization and administration of Nursing Service provides for effective functioning of all nursing service personnel.
- b. Lines of authority and areas of responsibility are clearly defined in writing, correctly interpreted, and implemented.
  - c. Responsibility and authority are delegated consistent with position assignment.
- d. Appropriate numbers and categories of personnel are assigned to meet Nursing Service needs in all areas for which the service is responsible.

- e. Nursing Service activities are consistent with sound utilization of personnel and accepted nursing practices.
- f. Effective channels of communication are established within Nursing Service and between Nursing and other services and divisions, including regional office clinics, domiciliaries and community nursing agencies.
- g. Nursing research and studies are initiated and coordinated and findings interpreted for appropriate action.
- h. Nursing Service activities are interrelated with all other hospital services and cooperative relationships are established and maintained.
- i. Leadership is provided in accordance with sound democratic principles in meeting the immediate and long-range objectives of Nursing Service.
- j. The Chief, Nursing Service, participates actively in budget planning, and funds expended for Nursing Service are effectively utilized and controlled.
- k. The internal management reporting system is adequate and is used effectively for program analysis, control and planning purposes.
- 1. Nursing Service personnel actively participate in the incentive awards and other work improvement programs.
- m. An active volunteer program is established and effectively utilized in Nursing Service.
- n. Nursing Service participates adequately in the station's safety program to safeguard patients, visitors, employees and property.
- o. Nursing Service participates actively in the station Civil Defense and Disaster Plans.
- p. Recruitment of professional nurses is appropriate and continuous; cultivates sources of recruitment and embraces the concept of assistance to other field stations in procuring and retaining the best qualified nurses available.
- q. Reasonable effort is made to study the causes of nursing service personnel resignations objectively, and to make constructive use of findings.

### 4.05 NURSING SERVICES TO PATIENTS

The responsibility of nursing is to provide individualized nursing service to veteran-patients. Therefore, it is at the patient-care level that the effectiveness of all nursing programs must be evident. Review at this level should indicate the effectiveness of the organization of nursing service, and of nursing personnel management practices. Unless practices foster and promote service to patients, they serve no useful purpose. All programs should be considered from this point of view.

### Areas of Inquiry:

- a. Administration of nursing units conforms to overall objectives, plans and procedures of nursing service.
- b. Nursing Service staffing, physical facilities, supplies and equipment are adequate and appropriate to provide safe and effective nursing care and to accomplish nursing care activities.
- c. Planning for nursing services to patients is in accordance with the needs of individual patients and the abilities of nursing personnel.
- d. Individualized nursing care plans are developed and include orientation of patients, health teaching of patients and their families, plans for posthospital care, and referrals for nursing care, as indicated.

- e. Effective communications are established and maintained through regular reporting periods for unit staff, rounds, conferences, inservice programs, etc.
- f. Written nursing care procedures are available and are reviewed and revised regularly.
- g. Written Nursing Service policies and station policies affecting Nursing Service are available and are current.
  - h. Continuous professional nurse supervision is provided.
  - i. Adequate clerical assistance is available and appropriately utilized.
- j. Patients are receiving satisfactory nursing care; respond favorably to nursing personnel; and are satisfied with the nursing service provided.
- k. Adequate safeguards are employed in relation to nursing care and treatment of patients.
- 1. Nursing services to patients on the ward unit are interrelated with the total administration of Nursing Service and with all other hospital services.

### 4.06 STAFF DEVELOPMENT

Staff development programs enable each employee in nursing to contribute effectively to service-to-patient objectives by bringing out the best in individuals to the extent that they realize satisfaction and a sense of achievement.

### Areas of Inquiry:

- a. Personal and professional growth of all nursing service employees is provided for through well-developed education and training programs, etc.
- b. Assignments are made in relation to patients' nursing care needs, preparation and abilities of nursing service personnel and opportunities for professional growth and job satisfaction.
  - c. Advanced study of nursing is encouraged.
- d. VA policies relative to professional standards board responsibilities are clearly understood and effectively implemented.
- e. Fire and safety training of nursing service personnel meets the objectives of the service and the station.
  - f. Intra-VA details (as applicable).
    - (1) Intra-VA detailed offered by the station are meeting the objectives of the detail.
    - (2) The benefits derived by participants in intra-VA details have been effectively implemented at the station.
    - (3) Nursing care programs have been developed at the station to the degree that an intra-VA detail may be offered.

### 4.07 EXTRA VA CONTRIBUTIONS TO PROFESSIONAL NURSING

### Areas of Inquiry: (As applicable)

a. There is understanding by and proper interpretation to local schools of nursing, colleges and universities of VA policy regarding initiation of basic affiliate nurse programs and graduate nurse field experience programs.

b. Basic affiliate nurse programs and graduate nurse field experience programs (in operation) are managed in a manner consistent with established policy.

### 4.08 SYSTEMATIC REVIEW AND APPRAISAL

Nursing like other services is required to continuously review its programs, and report findings at specified intervals.

### Areas of Inquiry:

- a. The review and appraisal of nursing service is systematically planned and conducted to:
  - (1) Appraise the effectiveness of component programs in nursing service.
  - (2) Appraise the efficiency and economy of operations.
  - (3) Identify and analyze problems in nursing service and initiate appropriate action.
- b. Results of review and appraisal of nursing services are adequate and appropriately reported.

### 4.09 NURSING SERVICE "CLIMATE"

There is a direct relationship between the administrative climate and the amount and quality of performance. The review should include an appraisal of the prevailing nursing climate and its influence on the achievement of service-to-patients' objectives.

### Areas of Inquiry:

- a. The nursing climate reflects managerial understanding and support of nursing service, and Nursing Service understanding and support of management.
- b. The nursing environment is conducive to healthy interaction between nursing and other disciplines; between professional and nonprofessional nursing personnel, and between nursing personnel and patients.
- c. Nursing personnel realize a reasonable degree of satisfaction and achievement from their work; believe they make a worthwhile contribution to the accomplishment of the hospital's mission, and have a sense of personal worth.
- d. Nursing employees have a voice in policies and practices affecting them; make suggestions for improving nursing service and have ready access to their supervisors, the Chief, Nursing Service, and her assistants.
- e. The nursing supervisory process is a helping one which stimulates personal growth and initiative and provides day-to-day encouragement, reassurance and recognition.
- f. Nursing personnel are aware of their responsibilities, rights and privileges as VA employees and believe that nursing policies are equitably administered, respect individual human dignity and enhance career incentives.

April 20, 1965

Part II, "Evaluation Criteria," VA Department of Medicine and Surgery Manual M-6, "DM&S Program Evaluation," is changed as indicated below:

NOTE: The purpose of this change is to reflect changes in the organization and responsibilities of DM&S elements, and to furnish revised criteria for use in evaluating certain programs.

Pages iii and iv: Remove these pages and substitute pages iii and iv attached. (Contents brought up to date.)

Page vii: Delete "Section VI" and paragraphs "15.21" through "15.25".

Pages ix and x: Remove these pages and substitute pages ix and x attached. (Chs. 27 and 28 added.)

Page 1-1, paragraph 1.01

Subparagraph a, lines 1 and 2: Delete "recurring technical".

Subparagraph f

Line 1: Delete "certain of the" and insert "Central Office program officials and".

Line 2: Delete ", and others . . . Director." and insert a period.

Page 1-3, paragraph 1.06b, line 2: Delete "recurring technical".

Page 4-1, paragraph 4.01a, line 1: Delete "Area Medical Office".

Pages 9-1 through 9-4: Remove these pages and substitute pages 9-1 through 9-6 attached. (Ch. 9 revised.)

Page 20-1, paragraph 20.02

Subparagraph f: Delete "f. Laundry operations."

Subparagraph 1: Delete "Quarters . . . rates" and insert "personnel quarters".

Page 20-4, paragraph 20.04d(5): Delete "Work orders" and insert "Requests for engineering work, engineering work orders, and labor job time cards".

Pages 20-5 and 20-6: Remove these pages and substitute pages 20-5 and 20-6 attached. (Par. 20.08j added; par. 20.10 a and d changed; par. 20.09 deleted as directed by change 9.)

### / Page 20-8

Paragraph 20.15, title: Delete "QUARTERS RENTAL AND UTILITY RATES" and insert "PERSONNEL QUARTERS".

Under subparagraph b add: "d. Limitations on expenditures for maintenance, repair, and minor improvements to housekeeping quarters are complied with."

Pages 22-1 through 22-3: Remove these pages and substitute pages 22-1 and 22-2 attached. (Ch. 22 revised.)

Pages 23-1 and 23-2: Remove these pages and substitute 23-1 and 23-2 attached. (Pars. 23.01 through 23.03 and 23.04h changed.)

Page 27-1: Insert this page attached. (The addition of ch. 27 is a cross-reference of the criterion for the DM&S Personnel Service.)

Pages 28-1 through 28-6: Insert these pages attached. (Ch. 28, "Audiology and Speech Pathology," added.)

JOSEPH H. McNINCH, M.D. Chief Medical Director

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# TO (Name or title-Mail routing symbol) NITIALS-DATE Miss. A. B. Hahn (101B2) 2. REASON FOR REFERENCE AS REQUESTED FOR YOUR FILES COMMENTS INFORMATION PER CONVERSATION CONCURRENCE REMARKS

I am returning the attached material with the request that we inform facilities requesting copies of VA Manual M6, Part 2, that the manual will not be reprinted and that Health Care Review Service is working on the developing of a consolidated policy statement to replace M6, Part 2, and similar requirements relating to review of facility activities.

Also, facilities requesting copies of M6, Part 2, as a response to Internal Audit recommendations, should inform Internal Audit staff of the developmental activity of Health Care Review Service in regard to review policy.

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FROM HOUND whean	DATE
JOHN MULHEARN, Chief, Quality	11-7-77
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