

The Impact of the Hierarchical Management Model of Nursing Responsibility System on Nurses' Psychological State and Work Quality

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ABSTRACT

This study aims to explore the impact of adopting the hierarchical management model of nursing responsibility system in clinical nursing management on nurses' psychological state and work quality. For this purpose, 100 nursing staff who joined the hospital from January 2020 to January 2022 were selected for follow-up observation and recording. Among them, 50 nursing staff who joined from January 2020 to January 2021 adopted the conventional nursing management methods, and 50 nursing staff who joined from January 2021 to 2022 adopted the hierarchical management method of nursing responsibility system. The management quality, multi-level scores, operational assessment and nursing quality of the two groups were evaluated. The results showed that the nursing quality scores, multi-level scores and professional assessment scores of the observation group were significantly higher than those of the control group ($P < 0.05$), and the nursing quality of the observation group was significantly better than that of the control group ($P < 0.05$). It is concluded that the adoption of the hierarchical management method of nursing responsibility system in hospital nursing management can significantly improve the overall quality of nursing staff and the quality of nursing work, and is worthy of promotion and application in clinical practice.

KEYWORDS

Nursing responsibility system; Hierarchical management; Nurses' psychological state; Work quality

1 Introduction

All healthcare institutions fear medical disputes. Effective nursing management that balances staff-patient relationships is crucial for hospital operations. Nurses provide medical and nursing services ^[1], directly participating in patient recovery with their work quality determining care management effectiveness. The quality of daily nursing care correlates with medical disputes. Comprehensive training is essential to maintain balanced nurse-patient relationships ^[2]. Nurses must recognize their leadership role, understand mission importance, and enhance patient care. Survey data shows China's nursing practice has evolved through three phases, with significant changes in equipment, methods, and concepts. While traditional care focused solely on physical conditions, modern nursing addresses both physical and mental health ^[3]. Rapid social development drives demand for refined care, requiring more humanized approaches. Conventional hospital practices, though effective, lack comprehensive impact and fail to improve doctor-patient relations. Many conflicts arise when patients distrust nurses ^[4]. Extensive hospital survey data and research indicate that implementing a hierarchical management system under the nursing responsibility system can significantly boost nursing staff's work motivation. This approach enables effective allocation and integration of human resources, while allowing for the development of more scientific, targeted, and reasonable care protocols and training programs tailored to specific nursing challenges. Such implementation enhances both the competency and skill levels of nursing staff. Focusing on this research direction, this paper analyzes the value of adopting the hierarchical management model within clinical nursing administration systems.

2 Data and methods

2.1 Basic information

A follow-up observation and documentation study was conducted on 100 nursing staff members who joined our hospital between January 2020 and January 2022. Among them, 50 nurses hired from January 2020 to January 2021 followed standard nursing management protocols, while the remaining 50 nurses recruited between January 2021 and 2022 adopted a tiered management system under the nursing responsibility system. All evaluated nurses were female, aged 22-38 with an average age of 26.35 ± 2.17 years. Educational backgrounds included: 24 with secondary vocational education, 45 with college education, and 21 with bachelor's degrees. Prior to participation, all involved nurses received detailed information, signed consent forms, and the study received approval from the ethics committee.

2.2 Methodology

In nursing management, the control group of nursing staff is managed using conventional nursing management methods, adopting a shift system to reasonably arrange each nurse's work plan, work content, and work requirements. In addition, head nurses assign tasks to nursing staff based on their work experience, educational background, and areas of expertise. Correspondingly, the observation group adopts the hierarchical management method under the nursing responsibility system in nursing management. When implementing this nursing method, managers first clarify the communication skills, coordination abilities, working hours, professional titles, and work performance of nursing staff at all levels, conduct a comprehensive assessment to understand their skill mastery, and classify them into different ranks based on the assessment results. The manager remains the head nurse, with the ranks including Senior Responsible Nurses, Junior Responsible Nurses, and Frontline Nurses. Nurses at different levels have different work tasks and responsibilities. All staff must not only successfully complete their own tasks but also provide assistance and guidance to their subordinates to ensure the smooth progress of nursing work. Nurses at all levels have corresponding work content and responsibilities. Among them, Frontline Nurses are mostly recent graduates from nursing schools who, after pre-job internships, have not yet obtained nursing licenses and are thus interns. Their main work task is to complete basic nursing tasks with the help and guidance of Responsible Nurses. Responsible Nurses, with educational backgrounds of junior college or technical secondary school, must have more than one year of work experience and valid professional qualifications. The work tasks of Junior Responsible Nurses include assessing patients' conditions, effectively managing nursing risks, providing educational and basic guidance to subordinate nurses, and recording the nursing process and progress. During shift changes, they must complete nursing handovers before leaving work. Senior Responsible Nurses take on heavier responsibilities: in addition to allocating hospital beds, they are also responsible for nursing management, maintaining regular communication with patients for comprehensive safety control, and comprehensively evaluating the daily performance and workload completion of other nurses. Head nurses are in overall charge, responsible for the administrative management of the entire department and inspection of work status. In management, head nurses classify nursing staff into different levels based on their professional quality, professional competence, work independence, and practical operation skills. Nurses at different levels are responsible for different nursing tasks, with clear personal responsibilities, to achieve strict management and ensure the orderly progress of all nursing work. Head nurses should formulate assessment management methods and content according to the status and needs of nursing training, conduct regular assessments and practical training evaluations for nurses, and implement reward and punishment systems based on assessment results to motivate all nursing staff to be proactive in learning and work. In addition, head nurses need to formulate work plans and nursing plans according to the actual situation at work to ensure that nursing plans can play their due role in practice. They should summarize various problems encountered in nursing and their solutions to improve the level and quality of nursing staff. Head nurses need to maintain effective communication with the technical department and logistics department. For difficult and critical nursing tasks, head nurses should follow up and supervise the entire process to ensure that nursing work can play its due value in practice. They should do a good job in supervision to ensure that all nursing staff carry out nursing work according to the plan, adjust nursing plans according to changes in patients' physical conditions and illnesses, and document daily nursing results in writing. Head nurses need to ensure that relevant personnel complete nursing documents. They should also participate in meetings on changes in patients' conditions, ward rounds, and the formulation of nursing measures to ensure the smooth completion of nursing work with their assistance. Head nurses should divide nursing staff into teams according to their abilities. Each team has its own tasks, responsible for corresponding nursing tasks and patients. Responsible Nurses are assessed regularly with a 6-month cycle, while Frontline Nurses are assessed every 3 months. Those who fail the assessment need to re-study and can only return to their posts after passing the assessment. In terms of psychological care, traditional nursing only focused on patients' physical conditions and neglected psychological care, resulting in many patients having severe psychological problems despite good physical recovery after nursing. Therefore, psychological care has become a crucial part of nursing. It is necessary to first fully grasp patients' psychological conditions and formulate psychological care methods accordingly. During nursing, nurses should maintain communication with patients to understand their psychological needs during nursing, whether they accept the nursing plan, and whether they cooperate with nursing work. In addition, nursing staff often overlook the social, psychological, and family aspects of nursing for patients in their work. In responsibility system nursing, in addition to learning various professional knowledge and mastering nursing skills, nurses must also learn various psychological care knowledge and use better nursing methods to ensure that patients develop better compliance and improve nursing quality. Nursing staff should pay more attention to the psychological problems of patients after illness and help them get rid of these problems through communication. They should change their nursing concepts, reach into patients' inner worlds, and use sound nursing methods to ensure nursing quality. Currently, many nursing staff can provide some psychological counseling when caring for patients, but such psychological care is not in-depth, comprehensive, or targeted enough. Simple psychological care can only solve superficial problems and cannot really help patients get rid of their psychological troubles. Therefore, it is necessary for nursing staff to observe patients'

usual emotions, expressions, personalities, words, and deeds. During nursing, they should provide more care and comfort to patients and offer various nursing methods according to patients' conditions. For patients with mild symptoms, communication and guidance to help them get rid of psychological barriers are sufficient. For patients with obvious psychological problems and poor conditions, professional psychologists should be arranged to provide guidance. All nursing staff should master psychological treatment methods and nursing skills. Common psychological interventions include deep breathing and meditation, and listening to music for relaxation is also a commonly used method. To ensure the effectiveness of psychological care for patients, nursing staff must first maintain stable mental emotions themselves. Only when nursing staff can face patients with strong psychological qualities can patients maintain a long-term and stable mental state. In responsibility system nursing, psychological care is an important part of nursing work. It should be implemented in every link. Through psychological care, the implementation of responsibility system nursing can be completed, ensuring that all nursing staff understand the methods and importance of psychological care. Nursing staff must usually learn more psychological knowledge to master correct psychological care skills and methods, and be able to skillfully use various skills in clinical nursing. In subsequent learning, they need to continuously strengthen various verbal and non-verbal nursing methods. When communicating with patients, nursing staff should do so with a calm attitude. When explaining disease-related knowledge, they should use simple language that patients can understand to ease patients' emotions. For example, patients usually prefer to communicate with nursing staff who speak in a slow, unhurried manner and use understandable language; such patients often have high compliance. If nursing staff speak in a hurried or fast manner, nurse-patient conflicts are likely to occur. Nursing staff should usually pay attention to their expressions, attitudes, words, and deeds, and communicate with patients in a kind manner. Responsible Nurses should record patients' psychological states and emotional expressions during ward rounds.

2.3 Observation indicators

The content of nursing quality assessment includes the professional skills, service attitude, health guidance and ward environment maintenance of nursing staff. The score is equal to the nursing quality, and the higher the score, the better.

The competency assessment includes theoretical knowledge, nursing services, disease management and teamwork.

Multi-level scoring is self-assessment by nursing staff and evaluation by patients.

The comprehensive evaluation includes three aspects: safety awareness, communication ability and service effect.

2.4 Statistical methods

The data were processed by SPSS 22.0 statistical software. Normal measurement data were expressed as $\bar{x} \pm s$ and tested by t-test; counting data were expressed as cases (%) and tested by χ^2 test. If $P < 0.05$, the difference was statistically significant.

3 Results

3.1 Nursing quality evaluation

As can be seen from the results, the nursing quality of the observation group was better than that of the control group ($P < 0.05$), as shown in Table 1.

Table 1 Nursing quality assessment

Group	Specialized skill	Attitude Towards Patients	Health Guidance	Room environment maintenance
Observation Group	84.37 $\pm$ 3.25	85.56 $\pm$ 3.27	88.54 $\pm$ 4.46	87.21 $\pm$ 4.47
Control group	76.34 $\pm$ 4.11	78.15 $\pm$ 4.46	80.15 $\pm$ 3.27	79.46 $\pm$ 4.37
t	4.526	4.384	4.551	5.001
P	<0.001	0.001	<0.001	<0.001

3.2 Multi-level scoring results

Through observation and daily interaction, it is known that patients are more satisfied with the nursing staff in the observation group, while the nursing staff in the control group said they have a lot to learn and improve.

3.3 Professional evaluation of nursing staff

As can be seen from the results, the business evaluation of the observation group was better than that of the control group ($P < 0.05$), as shown in Table 2.

Table 2 Nursing staff business evaluation

Group	Speculative Knowledge	Nursing Service	Disease Management	Teamwork
Observation Group	83.18±3.35	85.28±2.21	88.96±1.75	89.62±3.11
Control group	76.31±2.15	78.25±1.19	81.35±2.04	80.18±2.25
t	6.456	7.315	6.228	6.196
P	<0.001	<0.001	<0.001	<0.001

3.4 Comprehensive nursing score

As can be seen from the results, the comprehensive score of the observation group was better than that of the control group ($P<0.05$), as shown in Table 3.

Table 3 Comprehensive nursing score

Group	Safety Consciousness	Communication Skills	Service Effectiveness
Observation Group	4.21±0.39	4.28±0.64	4.59±0.54
Control group	4.02±0.54	3.65±0.25	3.37±0.36
t	10.254	8.762	10.255
P	<0.001	<0.001	<0.001

4 Discussion

The research findings demonstrate that the observation group achieved significantly better nursing quality compared to the control group. This outcome stems from the extensive scope of nursing responsibilities and extended working hours, compounded by limited hospital staffing resources and high work pressure among nursing staff^[5]. To enhance care quality, implementing optimized nursing approaches through more effective management models proves crucial. The implementation of a hierarchical responsibility management system effectively strengthens nurses' professional commitment and improves service quality. Through this stratified management framework, healthcare resources are rationally allocated while ensuring mutual supervision among nursing personnel.

The results also showed that the nursing staff in the observation group was better than the control group in both professional assessment and comprehensive nursing effect.

In conclusion, the use of responsibility stratification management mode is more suitable for the current hospital environment, in line with the nursing management needs of hospitals, can make nurses more active to learn knowledge, improve the sense of achievement of nurses, and has a significant effect on ensuring the quality of nursing work.

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