

Organizational Analysis of Government Nursing Educational Organization of Karachi, Pakistan

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Abstract: *Nursing is a profession in which one devotes his/her life for the sake of others, and nurses are believed as a heart of the health care sector. Good education system creates good, knowledgeable and skilled nurses as highlighted by the William Osler that "The trained nurse has become one of the great blessings of humanity, taking a place beside the physician and the priest". There is need to produce a good nurses who can compete with modern world diseases and can able to change the phenomenon of care. The heavy responsibility lies on the shoulders of nursing institute who with their determination, methods and education can created the well qualified professional nurses. Moreover, The nursing organization must have a philosophy of education in which they decides and give a structure to teaching, its methods of delivery, content, and the environment for creating professional nurses. In this report, we will analyze the education system of one the government nursing organization.*

Keywords: Education; Government; Nursing; Organization; Policies

1. Introduction

To see the effectiveness of nursing schools, we visited two different nursing institutions of metropolitan city Karachi Pakistan as a part of Educational Design and Administration course. Among them one was the private nursing college and other belongs to government sector. The selected organizations were contributing to education of nursing from few decades. Due to limitation, only one Government nursing college will be addressed in this report. In this report we will discuss about least developed institute which is the pioneer of nursing education in Pakistan. This report presents a background of the institute, its mission, vision, and objectives. The administration, and organizational policies, academic staff, personal and professional growth, curriculum, programs, its affiliation followed by infrastructure, resources and quality assurance measures. The last part of the report is about the strengths, weaknesses and constrains of the institution and recommendations for the betterment of the organization.

2. Background

The Government College of Nursing (CON) was established in 1956. It was established with a joint project of Government of Pakistan, Ministry of Health, and the Government of the United State of America. It initiated its journey with the combined course of both Ward administration and Teaching and first batch graduated in 1957. Later on in 1962, the Government College of Nursing decided to offer two separate programs in order to prepare head nurses and teachers. In 1994, the syllabi and curriculum was revised on the basis of evaluation and recommendation of Pakistan Nursing Council (PNC) and converted into advance specialization in Ward Administration and Teaching in Nursing with the collaboration of different national and international agencies. The development within health care arena and other disciplines became as an impetus for change in nursing education. Moreover, In 2000 Government CON started two Post Basic RN specialization programs namely Community Health Nursing (CHN) and Psychiatric Health Nursing. The

devotion and hard work of staff and facility took the college to the heights of success and in 2004, Government CON offered Post RN BScN degree program and 2008 initiated Master of Science Nursing program, and both programs were affiliated with Government University. In between this time period Government CON also offered one year Advance Midwifery Teacher Program in 2007.

3. Vision, Mission, and Objectives of the organization

The Vision and Mission defines the optimal desired for the future and it provides guidance and inspiration to others about the task to achieve by organization in future [1]. However, the Government CON has no any stated vision and mission of the institution. The prospectus states that the basic goal of college is to train the students, nurses to enhance their skills and knowledge so that they can perform their roles and tasks efficiently and effectively both in hospital and community setting. The other defined goal of the college is dedicated to provide quality educational opportunities and services to the people from all over the country [2]. The stated philosophy of college was to believe on learning, upgrading the image of nursing in across the country. Moreover, the objectives are to provide theoretical knowledge based on principles and methods related to nursing education, strengthen the quality, life-long learning, and safe competent nursing care.

4. Administration and Organizational policies

The hierarchy and reporting system at Government CON follows the descending track similar to other Government Colleges of Nursing in the state. The administrative structure of Government CON of is controlled by Ministry of Health, followed by Health Secretary, and Director General Health. Thereafter, the authority lies in the hands of Director Hospital, followed by Principal of College of Nursing, Faculties, and others coordinating staffs. The chief organizational authority holder is Director Hospital, and Principal is accountable for management and activities of the college. Organizational polices are the guidelines,

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regulations and principles that gives directions to our action [3]. Similar to other organizations, the Government CON has set policies and rules that maintain the balance between actions and law. It has set of policies in the vein of admission policies, academic polices, promotions and college behavior policy. Furthermore, It has also set rules and regulations like dress code, attendance of classes and clinical and on ethical principles. The admission at CON follows a path that initiates with advertisement in newspaper followed by aptitude test and interview. The admission is on merit basis and everyone can get equal opportunity of getting admission, and principal supervise all the procedure of admission. The government employs can get admission from the permission of their related departments. The policy for passing is defined in prospectus that students are required to get 50% marks in order to get pass. If the student is fails to get then he/she will be again given opportunity to reappear in the supplementary. If the student again failed to get required marks in supplementary then will be disqualified from the programs. The CON has the opportunity for the students to privilege of meeting with the instructor of their choice by appointment to discuss their concerns. But there was no proper and defined mechanism of counseling and guidance within the college premises.

5. Academic Staff, and Personal and Professional Growth of Students and Teachers

The academic staff at Government CON is directly involved with academic programming, clinical supervision, and managing the issues related to students through counseling and guidance. It has a sixteen number of faculties along with Principal including both nursing and non-nursing profile almost all with a qualification of master except one holding the bachelor degree. The student faculty ratio is approximately 1:25 which is higher than the described by PNC 1:20 [4]. Furthermore, Academic staff in a unit across campus also plays a key role in program designing, organizing events, seminars and other activities at college along with the development of institutional policies. The student at Government CON has all the facilities which all other government nursing college students have, as said by the Principal. The students can utilize opportunities for development of personality, initiative, knowledge, skills and creativity. There has been knowledge explosion in every discipline like others the students of Government CON also given opportunity to continuously update their knowledge and skills in a field by participating in various activities. The students of CON go to Government hospital for their clinical practices under the supervision of clinical faculties. Additionally, as acknowledge by the principal that hospital has well qualified, experienced, knowledgeable, and skilled full nurses who supervise and guides the students during clinical practices. The faculty is ever available for the guidance and help of student at every step in case of any concern and issue. The students and faculties are always encouraged to attend seminars, symposium, workshops and other events at hospital which is mostly free of cost

6. Curriculum, Programs and Affiliation

Currently, The Government CON is offering five programs one degree program Post RN BSc N and four Post basic RN diploma programs namely Renal Nursing, Psychiatric Nursing, Critical Care Nursing, and Emergency and Disaster Management. It is affiliated with Higher Education Commission (HEC), Pakistan Nursing Council, and Government University for its various specialization and degree program. All programs are recognized by the PNC. The Government CON follows the curriculum of Government University for Post RN BSc N due to its affiliation and follows the curriculum of PNC for its specialization programs. Furthermore, the Government CON follows the assigned curriculums so they don't have much focus on curriculum designing and review. However, they have a structure of student and faculty meetings and feedback system which in turn help full for program improvement additionally improves academic and non-academic performances.

7. Infrastructure and learning Resources

The physical layout and infrastructure of Government CON is quite reasonable. It is located within the boundary of Government hospital with entire separate building. The Government CON provides a variety of resources or facilities to students that help in their educational journey. The numerous leaning and supportive services are presented includes library, computer lab, skill lab, health, sports and other auxiliary services. The College has seven numbers of classes for all the programs including one auditorium which is under renovation. All these are well-illuminated, properly ventilated, with modern sitting arrangement, and fixed multimedia facilities. It is equipped with additional facilities of furniture, fans, air conditions, projectors, white board and other audiovisual aids. The auditorium serves for the purpose of functions, educational conferences, examinations, and different occasion due to its large capacity of 100 people. The well-stocked library with a holding of approximately 5000 books of previous and latest editions and with spacious sitting arrangement for 50 students is available at Government CON. It consists of number of nursing, medical and non-nursing journals of national and international standards to update the knowledge of students and to facilitate learning. The students can also access to main library of the Government hospital. Moreover, on need basis they also update and increase the stock of the library from student funds and with help of donor foundations. Moreover, the Government CON has a facility of computer lab, skill lab, and science skill lab having equipped with all the basic facilities. The computer lab is supplied with twelve functional computers with internet facilities and instructor but it was properly organized and maintained. The Institute has spacious principal office, faculty office and administrative staff office with built in shelves for records and papers. Though, Government CON infrastructure was broad, capacious with all basic facilities that nursing institutes must have but it was not maintained adequately. The students, faculties and administrative staff are provided with different supportive facilities like health, sports, food, and residence. For recreational activities the students' uses

hospital playground for the outdoor sports and for indoor badminton facility is provided in the college arena. Unfortunately the arena of badminton is almost filled with sewage water producing bed smell. The both faculty and students are accessible to health facilities of hospital with free of cost. Additionally, the two top floors of the building are fixed for residence of students and faculties and food facility is available for the students with a low-cost.

8. Quality Assurance Measure

The Government CON is continuously working on quality assurance within its premises despite of limited resources. The utmost valuable function of the quality assurance programs is to insure “internally propelled quality management systems” [5]. In a manner of quality education the Principal is continuously checking and supervising the level and standard of quality at Government CON. To improve learn process, and quality of education the Government CON is being supervised and assessed by the Director Hospital and Government University teams on different times and encourages for institutional development. The Principal and faculty engage themselves in establishing the criteria to meet with change in modern nursing practice and health care system. In a mode of environmental hygiene the Government CON has low focus, the computer lab having dust, ground contains sewage water with bed smell, and at the right of college gate the large portion have birds’ fecal material giving bad odor. Moreover, it has a system of feedback for both students and faculty in order to bring improvement and also has a focus on evaluation of both student and faculty performance as said by the Principal. The annual report of the performances of faculty and administration staff and assessment of goal achievement is also one of the measures of quality assurance. The Government CON also maintains the quality in a way of record keeping and documentation. Organization needs to document its different activities that can be attained by generating records [6]. The records at government CON comprises of the institutional activities captured and kept in different forms related to students, faculty, admissions, administration, and performances. The Principal supervise all the records keeping and administration offices are responsible to conserve and maintain the official records. The records were also sent to Government University and relevant nurse examination board to keep assurance and maintains affiliations requirement. The record maintenance and supervision shows an accountability of organization head, and efforts for preserving the valuable records is a symbol of good governance. However, it was a limited time visit difficult to remarks on accuracy and correctness of their record.

9. Strengths, Weaknesses and Constrains

The Government CON is known to be a first college of the nursing in the country and providing the nursing education since 1956. Though, Government CON is spacious and has enough rooms for academic programs and different activates but the building was not maintained properly. The college has a well qualified and experienced faculty but most of the faculty is nearby retirement. It has low number of faculty and the student faculty ratio is more than the stated PNC

regulations. As said by the Principal, the staff is very cooperative and has good communication and try to help each other in case of certain academic concerns and students have a facility of intensive advising. The academic staff have dispute with the provisional government for transition of authority of college from province to federal government and also committed a case in court. The Government CON has no any policy for scholarships for needy students enrolled in different programs. Despite of insufficient funds for renovations and other activities the Principal making maximal use of it in upgrading the college. The Government CON has an honor to reward the degree and diplomas to thousands of students since its establishment but it neither have alumni tracking system nor award and medal distribution tradition. Though college is providing various programs of nursing education from few decades but still don't have clear written mission, vision and focus on curriculum revision and designing.

10. Recommendations

We recommend that Government should hire more qualified faculty in order to decrease the student faculty ratio and to compensate with retiring faculty members. There is a need of curriculum review committee who can refine the curriculum according to the student and teacher feedback. There is a need of alumni trafficking system of college and organizing award ceremonies. The vision and mission to be developed to achieve future goals. Additionally, we recommend that there is need of proper management and up gradation of facilities to improve quality. There is a need of state support and finance so government should increase the funds and budget for Government CON so they can upgrade the institutes with modern facilities.

11. Conclusion

The government college of nursing from its establishment expanded and improved its coverage of education by initiating various programs of nursing. It contributes to improve the variety, quality, and delivery of nursing care and upgrade the learning. The college covered a long journey in the field of nursing by offering multiple programs and rewarded the degrees and specializations to students. Despite this not yet achieved a higher position due to lack of its vision, mission and improper management of the resources. If policies to be made and our recommendation to be followed there is chance that it can improve the quality, standards of nursing education and environment at Government CON.

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