

## **Abstract**

*Subjects:* This diploma thesis is dedicated to the topic of time management in nursing – it deals with four generations of time management and with its different techniques. Furthermore it describes functions and roles of a manager.

*Objectives:* The main objective of this thesis is to analyse time management issues that concern nurse managers working in intensive care. The main goal of the research is to answer following question: How do nurse managers in intensive care use and organise their working time? Secondary goals are: to name priorities of nurse managers on an ordinary working day, to find out which timekeeping devices do nurse managers use for direct measuring of time consumption, to analyze managerial strategies used by nurse managers for their time management, to sum up the most frequent tasks postponed by nurse managers for a later time and find the reasons of procrastination.

*Methodology:* Data were gained through a combined quantitative and qualitative research design. Quantitative research was done through the use of a time frame of a working day and a working week of nurse managers. Results were presented in boxes and charts to provide a better overview. Data for qualitative analysis were gained through semi-structured interviews in three focus groups. Qualitative data were processed through content analysis, categories and subcategories were created on the basis of open coding.

*Main results:* Based on the gained data it was found out that nurse managers set priorities according to the importance of their tasks and time availability – that means according to their own personal estimation and a planned work schedule. Nurse managers named following priorities on a regular working day: to ensure high quality health care for hospitalised patients, partly through personal involvement in providing care to patients, but mainly through managing operational issues, such as scheduling medical staff, securing sufficiency of medical material, tools and medicaments, securing the presence of functional medical equipment and on the last place doing paperwork. Among the priorities they named also creating positive work environment for their colleagues. It was found out that nurse managers set priorities for the working day as well as for the working week. A wristwatch and a paper appointment book turned out to be still the most commonly used timekeeping devices despite today's modern technologies. It was also found out that nurse managers rarely delegate tasks on their subordinates in the matter of time management strategies. As the most common reason of procrastination at work did nurse managers mention an unpleasant discussion, e.g. with their subordinates, and paperwork.

*Limitations of the research:* aspect of validity and reliability of gained data is crucial. Nurse managers might have feared answering openly. Limited number of respondents might have influenced the results as well. Gained data and results of this research have rather lower representativeness. However; this research study dedicated to time management of nurse managers in intensive care is the first of its kind in the Czech Republic.

*Conclusion and recommendations:* A training course in time management for nurse managers was proposed in the conclusion of the thesis. It was also recommended to move towards the

fourth generation of time management. Nurse managers should learn how to manage their work time and private time as a whole and not separately.

### **Key words in English**

Time management,

Nurse manager

Intensive care

Time management strategy

Time frame of working day

Leadership