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A proposal for the organization and function of a nursing division in the medical services department, ministry of public health in Thailand

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**A PROPOSAL FOR THE ORGANIZATION, AND FUNCTION OF
A NURSING DIVISION- IN THE MEDICAL SERVICES
DEPARTMENT, MINISTRY OF PUBLIC HEALTH
IN THAILAND**

By

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**A field study submitted in partial fulfillment
of the requirements for the
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CHAPTER I

INTRODUCTION

The health of the Thai people is under the supervision of the Ministry of Public Health of Thailand. The Department of Medical Services within the Ministry has a major role in providing medical and nursing services to the public throughout the country. It also is responsible for medical internships and nursing education.¹

It provides over eighty hospitals to serve the health needs of the public and supervises interns practicing in the public hospitals. It is in charge of one school for nursing instructors, three schools of nursing and one school of practical nursing in order to supply the nursing personnel to all its hospitals. The extension and improvement of nursing education and service are in the future plans of the Department. At the present time there is no nursing division in the Medical Services Department. The

¹Institute of Public Administration, Thammasat University, Thailand, Ministry of Public Health, Thailand Government Organization Manual Series, Part I, edited by Chaveng Reangsuwan and M. Lodd Thomas (Bangkok: Prachandra Printing Press, 1960), pp. 7-8.

Director General of the Department felt that there should be a nursing division in the Department of Medical Services to promote the further growth of nursing. In this way the medical service of the Department can serve the rapidly changing health needs of the Thai people more effectively.

Statement of Problem

This study was concerned with the development of a proposal for the organization and function of a nursing division in the Department of Medical Services of the Ministry of Public Health in Thailand.

Justification of Problem

A formal organization is not familiar to every nursing institution in Thailand. The nursing division itself is a new development in the Medical Services Department. It is hoped that this study will serve as a guide line for whomever takes the position of leader of the nursing division to set up functions and practice them effectively. Furthermore, it should stimulate the establishment of a well-defined organization which can function in various areas and levels of nursing. Understanding and familiarity with responsibilities and relationships, and communication within nursing itself should be promoted. This should make

it possible for nurses to perform their function more efficiently.

Scope and Limitation

This proposal was developed after reviewing nursing literature and the survey of three nursing organizations in the United States whose organizations and functions seemed similar to those expected of the Nursing Division of the Medical Services Department in Thailand. Those nursing institutions in the United States were:

1. The Nursing Consultant Office of the Mental Health Department of Massachusetts.
2. The New Hampshire State Board of Nursing Education and Nurse Registration.
3. The Office of Area Chief, Nursing Service in Boston Area Medical Office of the Veterans' Administration.

There was little written about nursing in Thailand so American references were freely used. In order to develop a realistic plan for the nursing division of the Medical Services Department it was important to consider the present general picture of nursing in Thailand. An actual survey of the conditions of nursing could not be done because the student was in the United States. The description of the conditions of nursing was formulated from the data, documents and publications obtained by

personal inquiries to the Medical Services Department, Nursing Division of the Ministry of Public Health, and some faculties of schools of nursing in the Department, and from the experience of the student who had worked in the Department for about ten years.

This was not a fact finding study. It is a creative idea for the organization of a new nursing division of the Medical Services Department. The proposal will be only a tentative plan. It can and must be changed when applied in the real situation.

Methodology

Information was sought in several ways: reviewing the literature, collecting data, surveying the places, interviewing personnel, and observing the main activities of three organizations. The literature pertaining to organization and functions of nursing, general administration and supervision were reviewed. The publications and data concerning the development of the Department of Medical Services, nursing in the Department, its size, scope, organization, and status were studied.

The student made three visits to the office of the Nursing Consultant of the Massachusetts Mental Health Department, went out with her to the clinical field and

observed the actual performance of nursing activities three times. These activities included a conference with a director of a school of practical nursing and the director of a research project, a meeting of hospital nursing directors, an opening exercise of a practical nursing school, and a visit to a hospital providing clinical education for students in diploma programs and for students in practical nursing. Documents and data from each agency visited were collected and reviewed. Through questioning, information was collected about the purpose, organization, responsibilities, functions, activities, and previous work of the institution.

The student spent five days in the office of the New Hampshire State Board of Nursing Education and Nurse Registration. The documents and data of the Office were reviewed and interviewing was carried out in a conversational manner. The information studied pertained to purpose and organization of the Board, responsibilities and job description of the Director of Nursing Education and her assistant, standards of curriculums for the professional and non-professional nursing schools of the State, and the school evaluation manual. The student had the opportunity to observe the re-evaluation of one professional school of nursing and one practical nursing school in the State. The procedures used in preparing for and making the school

evaluation were explained. The findings of the evaluations also were analyzed and discussed with the student by the persons who made the evaluations.

Two visits were made to the office of the Area Chief of Nursing Service in the Boston Area Medical Office of the Veteran's Administration. The publications and data relating to the departmental operation, purposes of the Central Office of Nursing of the Veterans Administration and that of the Area Nursing Service in Boston Area Medical office, organization of the Department, responsibilities and functions of the Chief and her assistant were obtained as well as a nursing service manual and guides for nursing service operation and evaluation.

CHAPTER II

HEALTH SERVICES IN THE THAI GOVERNMENT

Thailand is a free country in southeast Asia. It lies between the parallels of 5 and 21 Latitude, and between the meridians of 97 and 106 East Longitude. The total area is 514,000 square kilometers. The population was 22,811,701 in the 1956 census.¹ Thailand is bounded by Burma and Laos on the north, Laos and Cambodia on the east, Malay States and the Gulf of Thailand on the south, and Burma and the Indian Ocean on the west.

Thailand is divided into four parts: Northern, Central, Eastern, and Southern (see Fig. 1). The northern area is mountainous. There are three great rivers and also some flat alluvial ground between the mountains which is suitable for agriculture. Forestry is also a great industry of this part. The central part is a great low plateau. There are many rivers and streams in this area. This plain is very rich ground for agriculture. It is the

¹Ninth Pacific Science Congress, Thailand Past and Present, published by the Publicity Committee (Bangkok: Thai Watana Panich, 1957), p. 41.

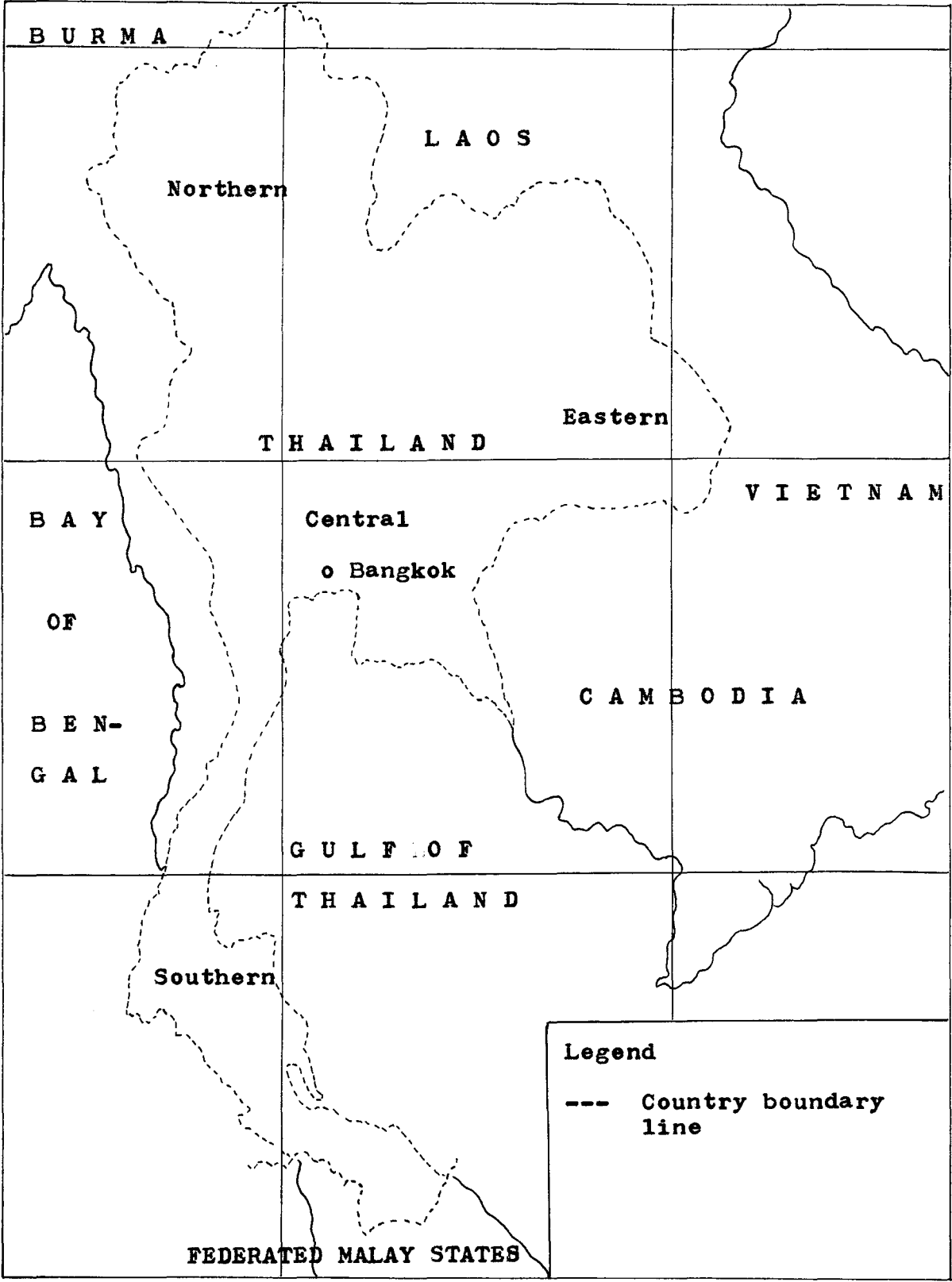


Fig. 1. -- Map of Thailand

great rice-growing area which brings great wealth to the country. The eastern part consists of high plains and big forests. The ground is a mixture of earth and sand. In the rainy season there is considerable water for agriculture. In the summer there is a great scarcity of water. The southern part is composed of a long peninsula extending into the South China Sea, and a few small islands. There are plains along both coasts and between the ranges. This is the center of the country's great resources of tin and rubber.

Government

Thailand is a democratic country. Its government is decentralized. Under the Constitution of the country, the King exercises legislative power by and with the advice and consent of the Assembly of the People's Representatives, executive power through the Council of Ministers, and judicial power through the Courts established by law.²

The country is divided into seventy-one provinces or Changwats. Bangkok is the capital of the country. Each province is subdivided into: Amphurs (Districts), Tambons (Villages), and Moobans (Hamlets). In each

²Ibid.

province there is a governor who is appointed by the Minister of Interior. He takes full responsibility for all administration in the province.³

According to the hospital service administration of the Medical Services Department, these seventy-one provinces are grouped into nine groups, called Sections and numbered one to nine, and one Central Section (Bangkok area).

Development of the Ministry of Public Health

Prior to 1918 there were only a few hospitals in Thailand. Some took care of the mentally sick, some served as general hospitals, some served for educational purposes and others coped with the cases of epidemic diseases existing at the time. Most of the hospitals were organized and financed by the government. In 1942, the Thai Government became aware of the necessity of extending health and medical services on modern lines throughout the country. On the 10th of March of the same year the Ministry of Public Health was inaugurated.⁴

³Ibid.

⁴Ibid., p. 111.

By the virtue of this Ministerial establishment many reformations and transformations were made in the field of health and medical service, medical sciences, and medical education. From there on, all health activities in the government were supervised by the various departments of the Ministry.⁵

The main responsibility of the Ministry is safeguarding and improving the health of people. Its general duties are: setting medical, dental, pharmaceutical and nursing standards; establishing and operating public hospitals, clinics and health centers; administering vaccine for contagious diseases; carrying out measures to ensure adequate sanitation.⁶

The operation of the Ministry is carried out through the following offices and departments:

Office of the Secretary to the Ministry

Office of the Under Secretary of State

Department of Medical Services

Department of Medical Sciences

Department of Health

⁵Ibid.

⁶Institute of Public Administration, Thammasat University, Thailand, Ministry of Public Health, Thailand Government Organization Manual Series, Part I, edited by Chaveng Reangsuwan and M. Lodd Thomas (Bangkok: Prachandra Printing Press, 1960), p. 1.

In addition, under the Ministry of Public Health there are Medical Research, Government Pharmaceutical Laboratories and the National Nutrition Committees (see Fig. 2).

A brief statement of the functions of these offices and departments follows:⁷

Office of the Secretary to the Ministry.--The office handles the Minister's correspondence, and personal contact with other public officials and private citizens. It also keeps him informed about public opinion with respect to the policies and administration of the Ministry.

Office of the Under Secretary of State.--The office is the top civil servant in the Ministry. It is responsible to the Ministry for general supervision and administration of the Ministry.

Department of Medical Services.--The main functions of the Department deal chiefly with the construction and supervision of its hospitals throughout the country, and education of interns, nurses, and medical technicians.

Department of Medical Sciences.--The Department is responsible for the promotion of scientific research in various fields of the medical sciences; for providing clinical laboratory service for diagnosis, treatment and

⁷Institute of Public Administration, Thammasat University, loc. cit., pp. 2-31.

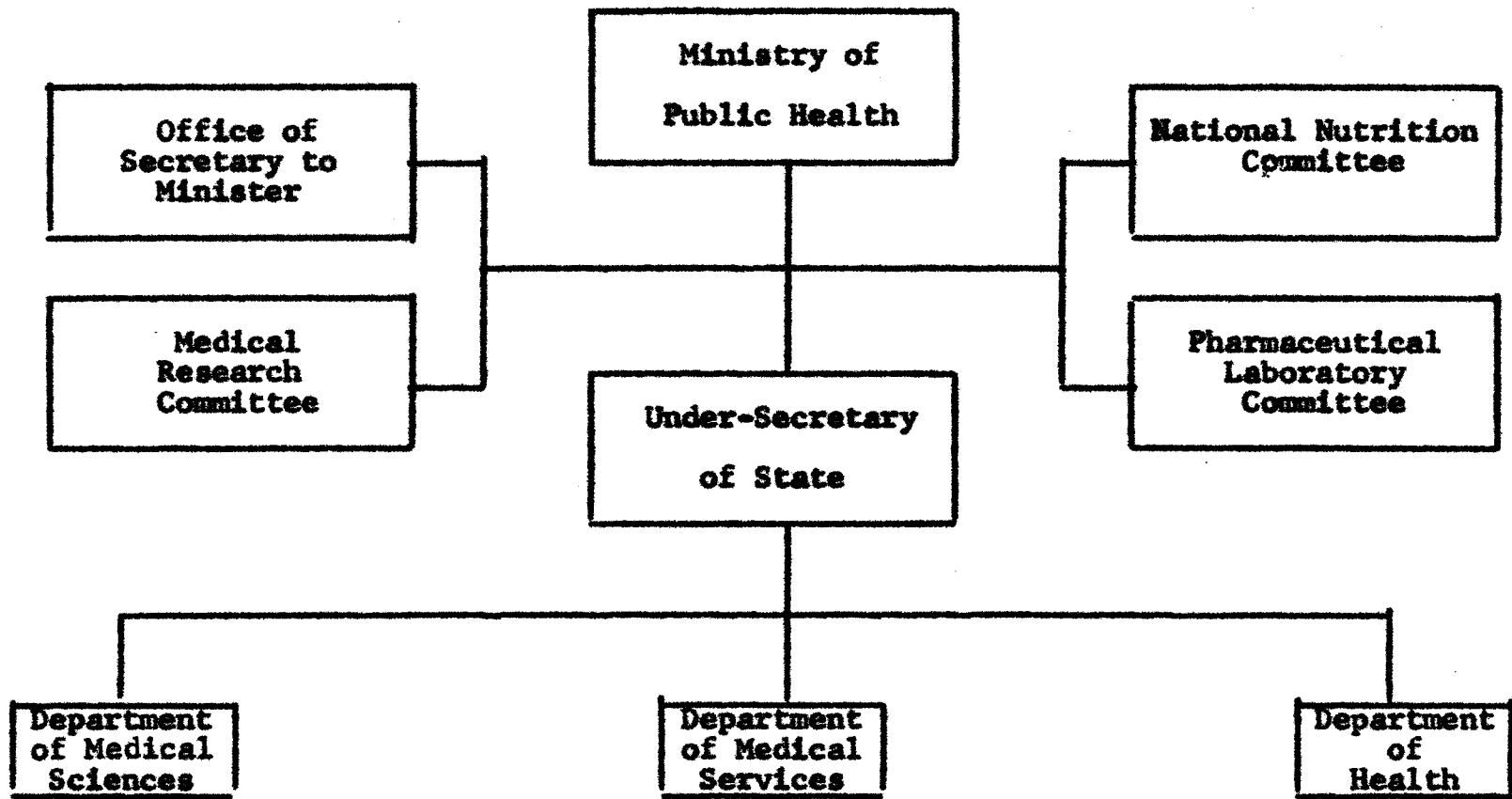


Fig. 2.--Organization of the Ministry of Public Health in Thailand*

*Documents from Deputy Director General of Medical Services Department, Bangkok, Thailand, November 7, 1961.

prevention diseases. It also deals with analysis of drugs, goods, and beverages for the implementation of the Food and Drug Acts in ensuring purity and adequate standard of the products. Another responsibility is procuring of drugs and medical supplies for the government hospitals and health centers.

Department of Health.--The Department supervises the public health work of the country. The main activities of the Department are campaigns against communicable diseases, organization of public health services and general promotion of health.

Development of the Medical Services Department

The major concern of this study was the field of nursing in the Medical Services Department. Therefore exploration was focussed on this Department and emphasized nursing.

The Medical Service Department is responsible to the Office of the Under Secretary of State of the Ministry of Public Health. The policies of the Medical Services Department are organized and directed by the Director General of the Department.

The Department tried to accomplish the aim of the country--that is to help people throughout the country in order that they may benefit from medical service of the best quality available. Since 1959 the Medical Services has built more and more hospitals, not only in the provincial towns, but also in the important districts.⁸

At the time of the promulgation of the Ministry of Public Health, Thailand was under crucial pressures of the Second World War. The plans for developing medical services were delayed, and so were those of the Medical Services Department.

In 1961 there was at least one hospital in each province. There was more than one hospital in some heavily-populated provinces. The total number of provincial hospitals was seventy-nine including three mental hospitals. There are four general hospitals and one neuro-psychiatric hospital in Bangkok, one mental hospital in Tonburi, and one mental hospital in Nonburi, making the number of hospitals under supervision of the Medical Services Department eighty-six.

To solve the problem of the shortage of nurses, the Department has established three diploma schools of nursing, one post-graduate school, and one school of

⁸Ministry of Public Health, Thailand, Public Health in Thailand (Bangkok: Thai Watana Panich, 1960), p. 12.

practical nursing.

The functions of the Department are carried out through the organizational divisions as follows:

Office of the Secretary

Division of Provincial Hospitals

Division of Mental Hospitals

Buddhist Priests' Hospital

Lerd Simm Hospital

Women's and Children's Hospitals

The Director General of the Department has a Deputy Director to assist him in the general management of the Department, and a Chief Medical Officer takes responsibility for the administration of the programs in medical and nursing education. (see Fig. 3).

In brief, the functions of the various divisions are:⁹

Office of the Secretary.--The Office handles all correspondence of the Director General of the Department. It is the central routing point for all communications pertaining to the Department. It handles the finances, accounts, personnel records, statistics, stationery, hospital records, medicine and medical equipment and other supplies of the Department.

⁹Institute of Public Administration, Thammasat University, loc. cit., pp. 8-11.

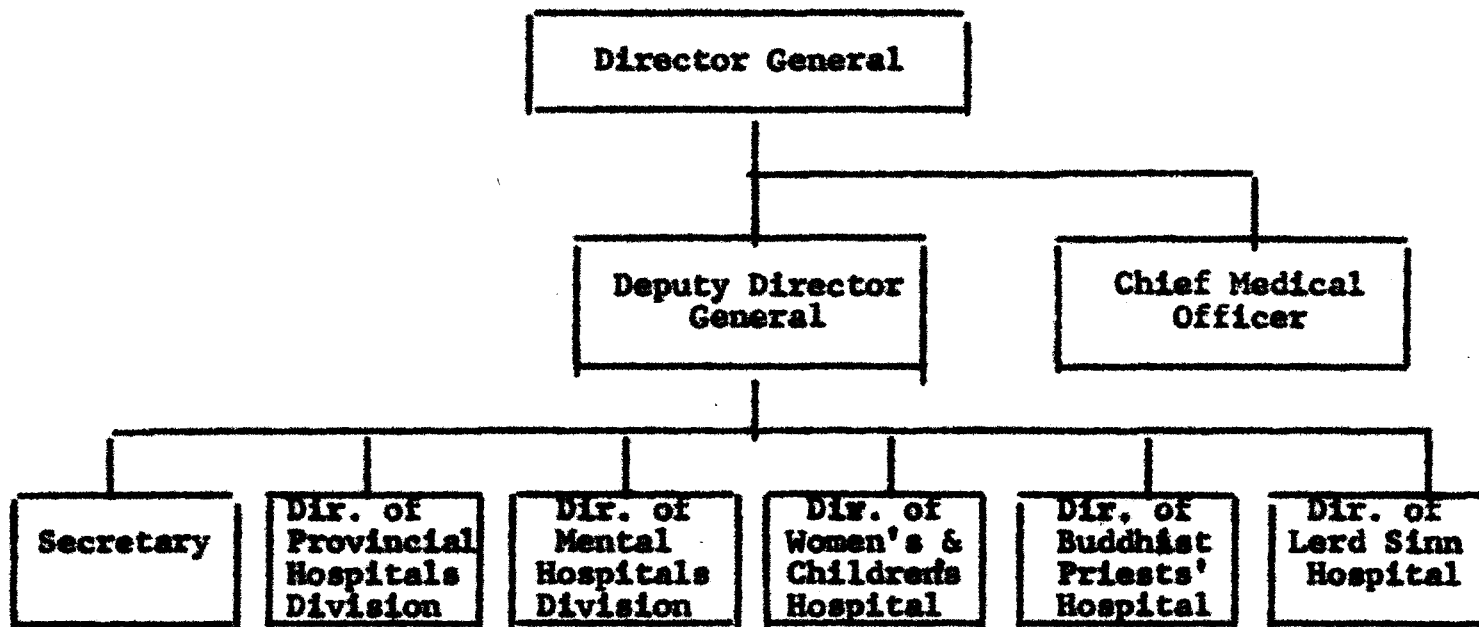


Fig. 3.--Organization of the Medical Services Department*

*Documents from Deputy Director General by personal letter, November 7, 1961.

Division of Provincial Hospitals.--The Division is responsible for the construction, maintenance, equipment, supplies and operation of public hospitals in the provinces.

Division of Mental Hospitals.--The Division is responsible for the treatment of neurological diseases and mental illness; for the construction, maintenance, equipment, supplies and operation of neurological and mental hospitals. It also provides advice for medical schools on the part of their curricula dealing with nervous illness and mental health, and for doing research in these fields.

Buddhist Priests' Hospital.--The Hospital is responsible for providing medical service for Buddhist priests and novices. The hospital also is a center for refresher courses in medicine for doctors working in the provincial hospitals.

Lerd Siam Hospital.--The agency provides medical service to the people living in the southern area of Bangkok. It also handles medico-legal cases in the area. The hospital is a center for refresher courses in surgery for provincial doctors.

Women's and Children's Hospitals.--The Hospitals provide medical service for women and for children under twelve years of age. These hospitals are centers for training of medical personnel; centers for refresher

courses in obstetrics, roentgenology, and pediatrics for provincial doctors; and blood-bank and anesthesiology for provincial nurses. A one year post-graduate course in pediatrics is offered by the Children's Hospital. A one-year program for graduate nurses and one of the three diploma schools of nursing are attached to the Women's Hospital.

Development of Nursing Education in the Medical Services Department

With the expansion of hospital service, more and more nurses are needed. In 1949 the Medical Services Department established a diploma school of nursing in Pitsanulok province, which is in the northern part of the country. The purpose of establishing this school was to recruit nursing students from this part of the country and to prepare professional nurses for all hospitals in the area. In 1951 a diploma program which had been opened by the municipality in Bangkok in 1946 was transferred to the Medical Services Department. This school admits students from the central and the other parts of the country, and prepares professional nurses for hospitals in those areas. In 1954 another diploma program was established in Nakhon Ratchasima, an eastern province.

In 1955 a school for practical nurses was opened in Ubon, another eastern province. While nursing schools are in the process of development, the Department recognized that qualified nurses were needed for teaching positions and for other positions in nursing service. In 1956 the Department took over the responsibility for the school for nursing instructors. This school was begun by the Nursing Division of the Ministry of Public Health in the year of 1955. The school prepares post graduate nursing personnel for various schools of nursing and hospitals in the country.

Programs and personnel.--The program for diploma schools is four years in length and includes general nursing, midwifery, and public health nursing. The school for instructors offers a one-year program as does the school for practical nurses.

Yearly there are around 250 graduates from the three diploma schools; 25 graduates from the school for instructors; and 50 graduates from the school of practical nursing. The number of full-time faculty for the diploma schools is 39, for the school for instructors 5, and that for the practical school is also 5 (see Fig. 4 and Appendix B).

Nursing school organization within the hospitals.--The directors of nursing education in the nursing school in Women's and Pitsanulok hospitals are officially appointed. The educational director of Women's hospital

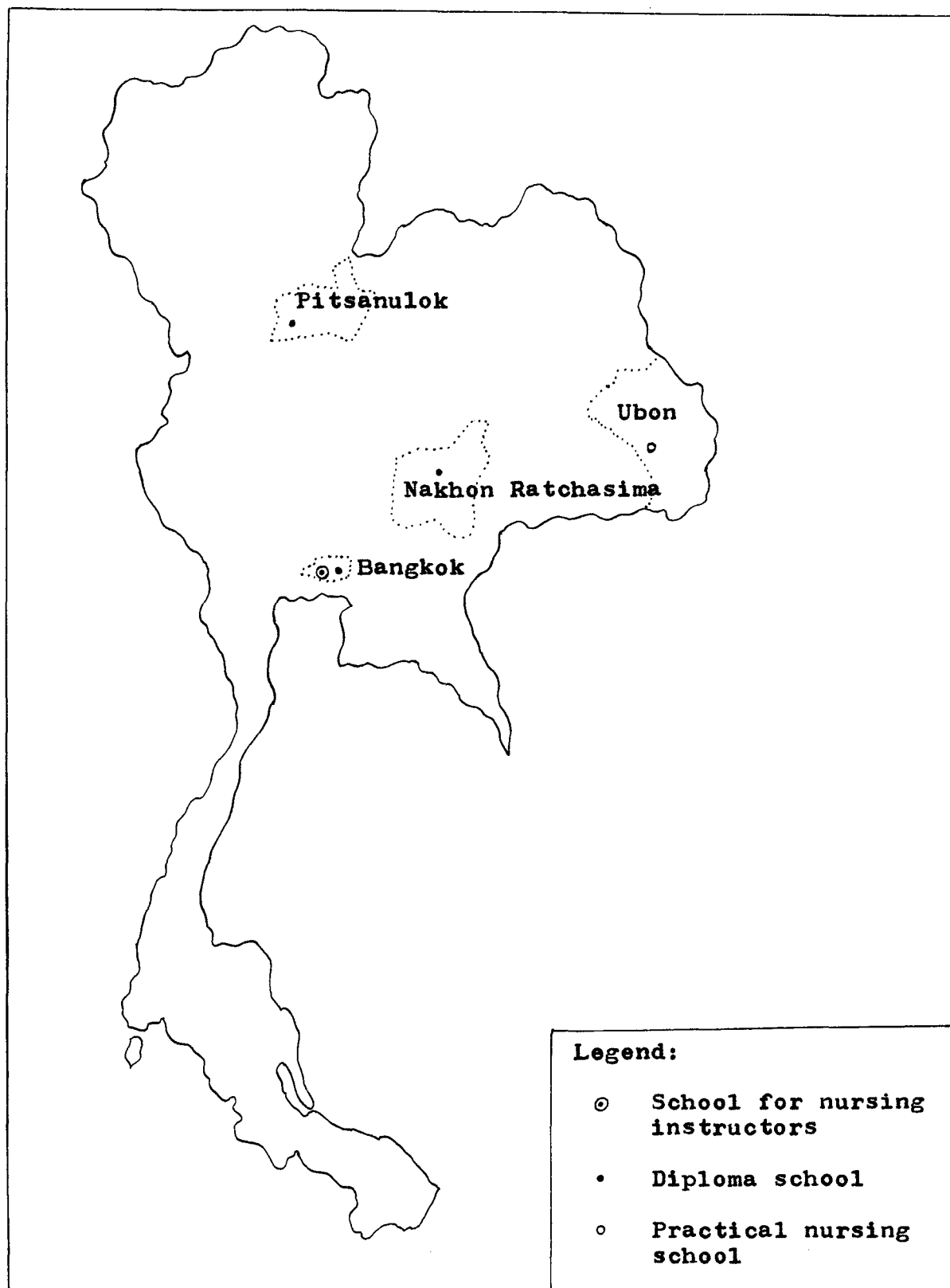


Fig. 4. -- Location of schools of nursing of the Medical Services Department in Thailand

school of nursing also takes responsibility for the school for instructors. These directors are responsible to the hospital directors and for the nursing education departments. In Nakhon Ratchasima school on nursing, a senior instructor with advanced preparation assumes the responsibility of nursing education assistant to the director of the hospital. The hospital director is officially responsible for the school and its personnel administration. The Practical nursing school has the same pattern of organization as the Nakhon Ratchasima nursing school.

School committees.--There are two types of school committees: the General Committee and the Local Committee. The General Committee is responsible for making general policies for all nursing education programs in the Department. The Local Committee is responsible for operating the school within the general policies for nursing schools established by the General Committee.

The members of the General Committee are appointed by the Director General of the Department as follows:

Chairman:	Director General of the Department
Vice Chairman:	Deputy Director General
Secretary:	Assistant Chief Medical Officer of the Department
Members:	Chief Medical Officer of the Department

Director of the Provincial
Hospitals Division

Directors of hospitals which
have nursing schools

Directors of nursing education
or whomever takes over that
responsibility.

The Local Committee for undergraduate nursing education is composed of the director of the hospital who serves as the chairman, and other members appointed by him with the approval of the Director General of the Department.

The Committee of the School for nursing instructors is appointed by the Director General of the Medical Services Department as follows:

Chairman: Director General of the Department

Members: Chief Medical Officer of the
Department

Director of Women's and Children's
Hospitals

Chief Medical Officer of WHO in
Bangkok

Director of Siriraj Nursing
School

Chief Nurse of the Nursing Divi-
sion of the Public Health Ministry

Director of Nursing Education of
the School for instructors

Status.--The curriculums for nursing schools in the
Medical Services Department are set up by the Department,

and are approved by the Ministry of Public Health. Every graduate nurse from the nursing schools that are approved by the Ministry of Public Health has a right to be registered without national examination for practice but he must be licensed before he is able to practice legally.

Scope and Condition of Nursing Service in the Medical Services Department

Areas of service.--There are two major groups of hospitals of the Medical Services Department; the provincial hospitals which are subgrouped, according to their localities, into nine sections; and the hospitals in the Bangkok area, which is the central section (see Figs. 5 and 6).

The total number of hospitals under the supervision of the Medical Services Department is eighty-six, and the bed capacity in general hospitals is 6,204 and in mental hospitals is 4,680. The grand total number of hospital beds is 10,884. The Department served 264,527 patients in general hospitals, and 7,855 in mental hospitals in 1959. There were 751 professional and 359 non-professional nursing personnel (see Appendices A and B).

Each General hospital in Bangkok is directly responsible to the Medical Services Department. All mental

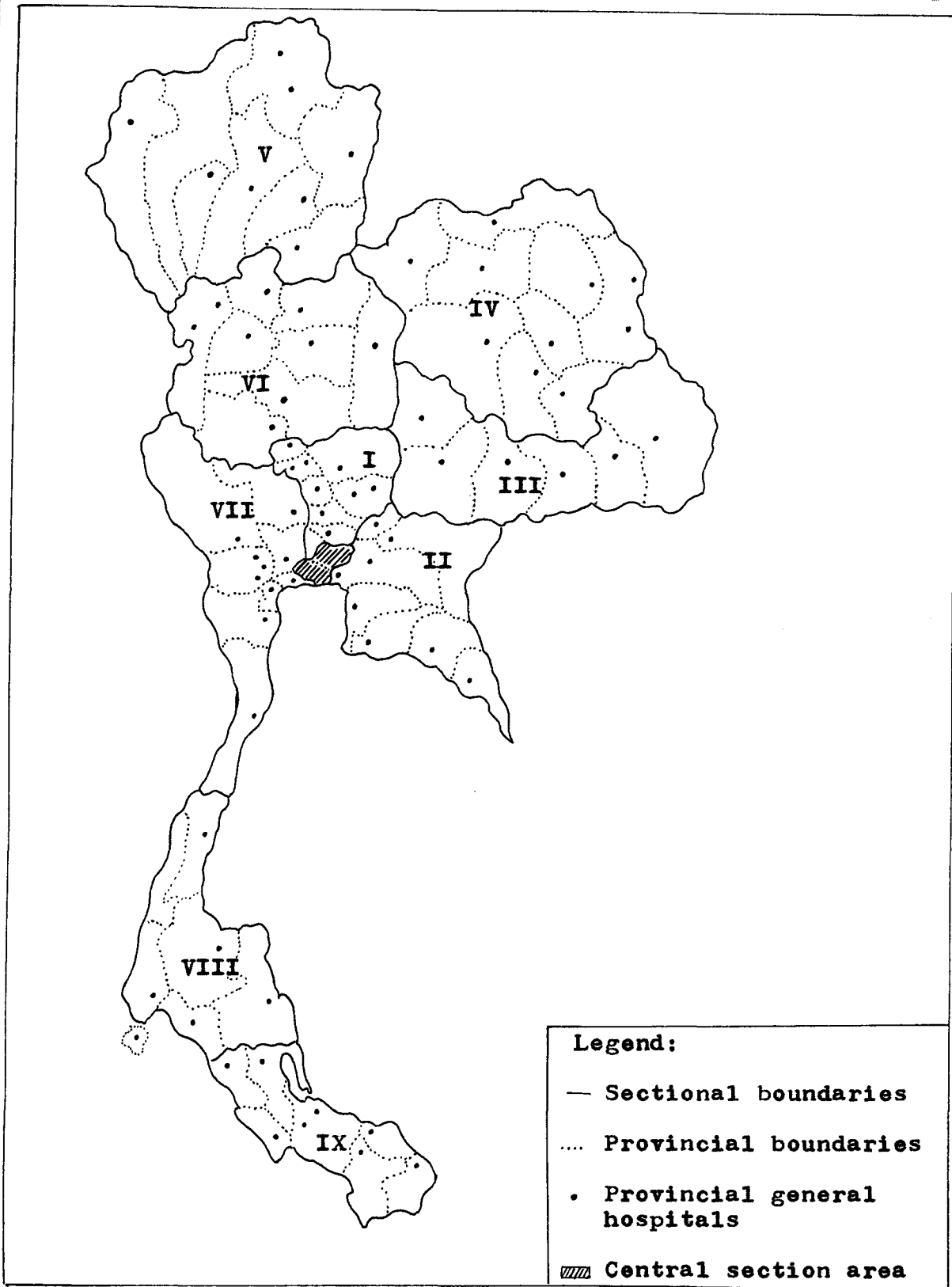


Fig. 5. -- Location of provincial general hospitals in Thailand

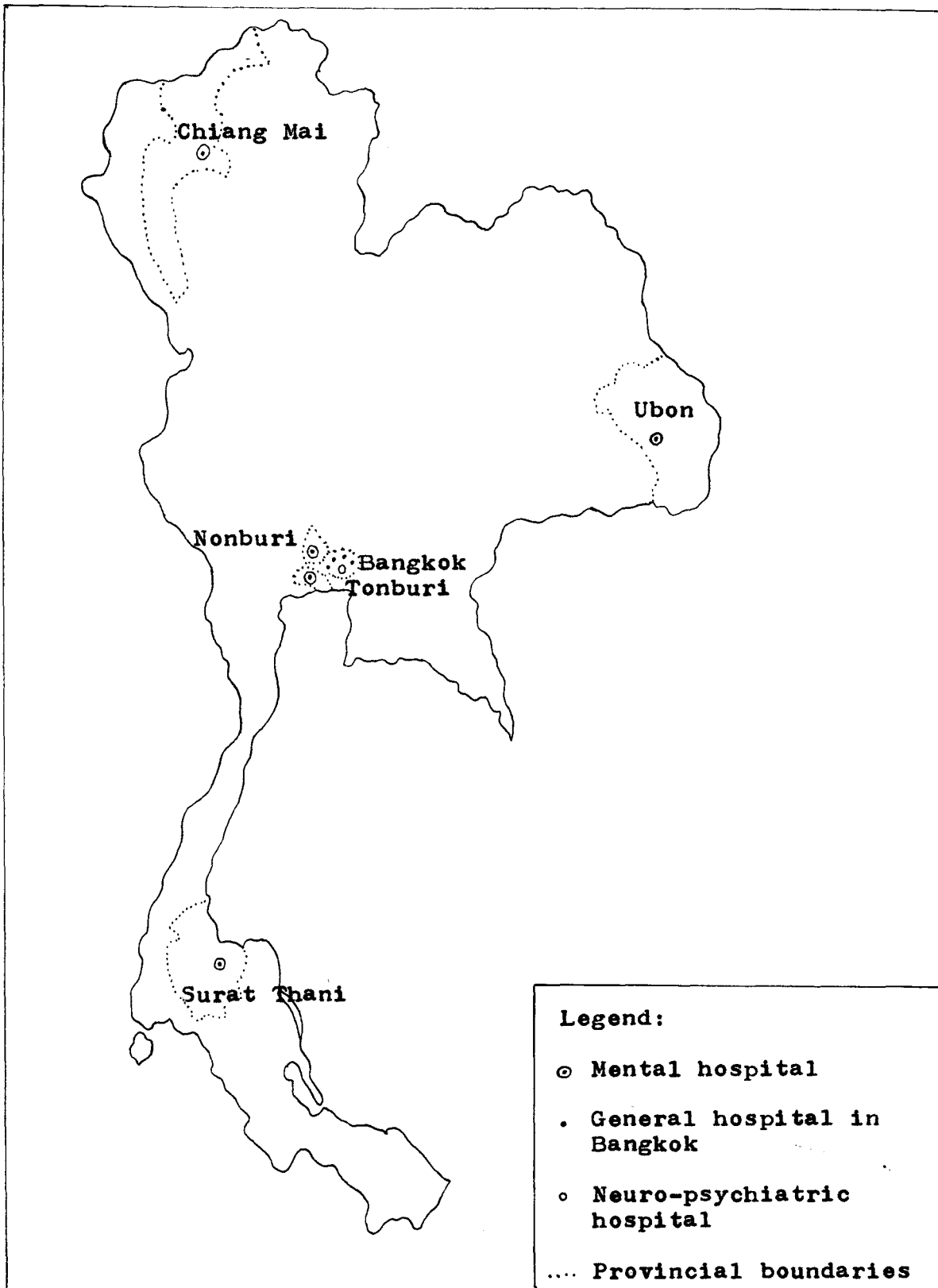


Fig. 6. -- General hospitals in Bangkok, and mental hospitals throughout the country

hospitals in Bangkok and in other provinces are responsible to the Mental Hospitals Division. All general provincial hospitals are under the Division of Provincial Hospitals. However, the individual hospital has authority to make decisions in the relation to hospital and personnel administration to a degree (see Fig. 7).

Nursing organization within hospitals.--There are various patterns of nursing organization in these hospitals. Not every hospital is familiar with a written organization plan. Among these hospitals there are two which have officially appointed directors of nursing service. The directors of nursing service are responsible to their hospital directors, and for their nursing service departments. Some hospitals have senior and more experienced nurses or nurses who have had post-graduate study who assume the function of nursing assistants to the directors of the hospitals.

Such nurses assist the hospital directors in certain functions pertaining to nursing service and nursing personnel, but make no official decision in any policies. Therefore in these hospitals the hospital directors are officially responsible for the nursing service and nursing staff.

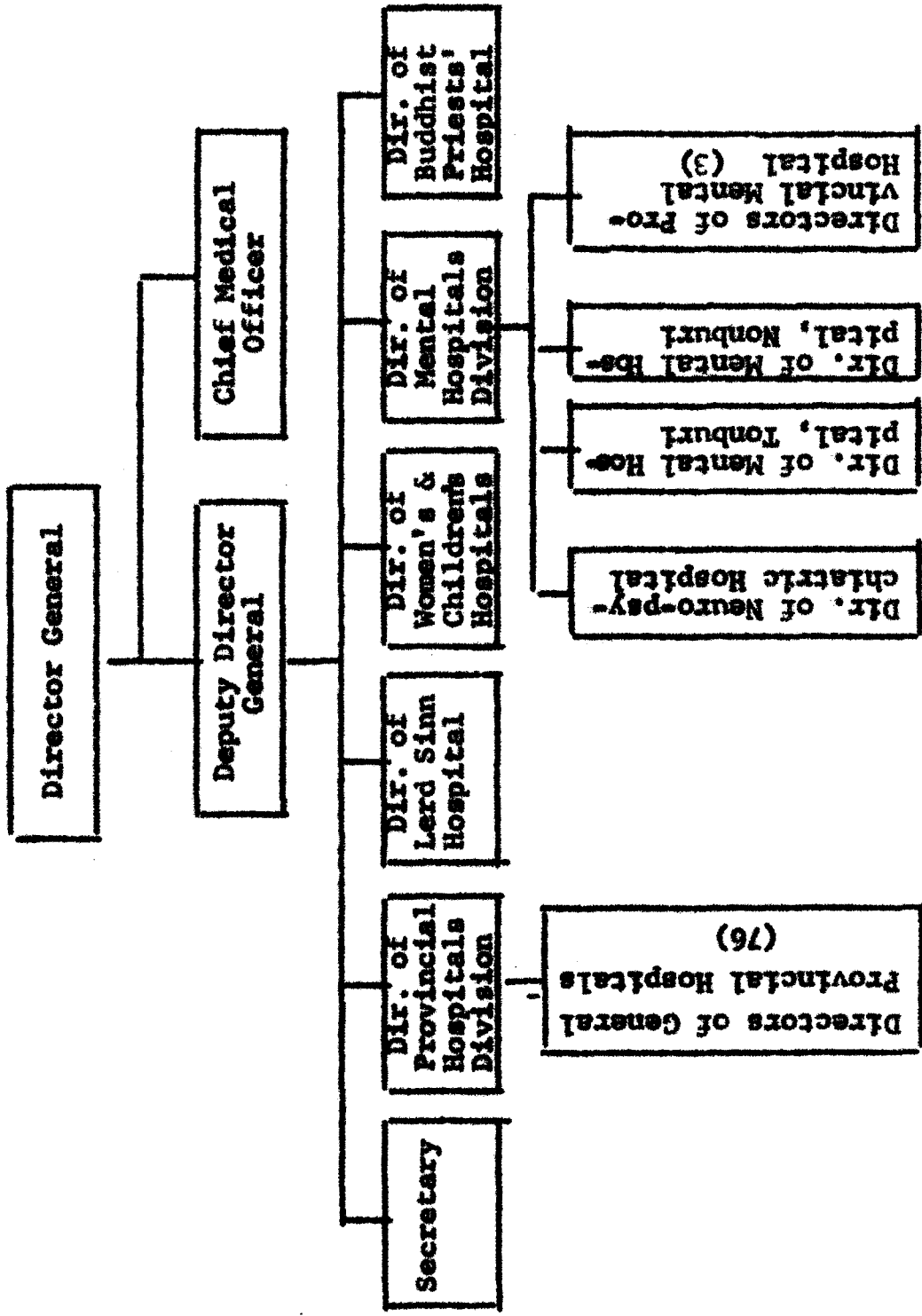


Fig. 7.--Organization of the Medical Services Department

CHAPTER III

PRESENTATION OF DATA

The following data of each organization were obtained from surveys made in the United States.

Nursing Consultant Office of the Massachusetts Mental Health Department

The office of the Nursing Consultant of the Massachusetts Mental Health Department was established in 1948. The consultant holds the title of Chief Supervisor of Psychiatric Nursing and feels that the position is still in process of development. Prior to the establishment of this office every mental hospital in Massachusetts did not have a director of nursing. Today there is a director of nursing in every agency each of whom is qualified with the minimum of a baccalaureate degree, some with a master's degree, and an inservice program has been established in every hospital. Two special programs were in process in 1961 in the hospitals of the Mental Health Department, a

program to prepare clinical specialists in psychiatric nursing and a research project on Practical Nursing in Psychiatry.

Organization.--The Nursing Consultant Office is a primary division of the Mental Health Department of Massachusetts. The Chief Nurse is responsible to the Assistant Commissioner, and for all nursing personnel in the Department. She works cooperatively with other departmental divisions: Division of Mental Hygiene, Research and Statistics, Hospital Inspection, Legal Medicine, Geriatrics, and the Medical Division.

The Chief Supervisor has one assistant whose title is Health Nursing Consultant, through whom the Chief Supervisor provides supervision and consultation to all nursing personnel in the Division of Mental Hygiene. The assistant has her office in the Division of Mental Hygiene. The Chief Supervisor gives direct supervision and consultation to the nursing personnel in the other institutions of the Department.

Purpose of the organization.--The purpose of the organization is to provide the best possible quality and quantity of psychiatric nursing practice for the citizens of Massachusetts.

Responsibilities.--The responsibilities of the Chief Nurse relate to psychiatric nursing in the hospitals

of the Mental Health Department of the State, and in community mental health center programs. She provides consultation, supervision, and coordination for the continuous development of nursing service and education in the Department. She also provides consultation and supervision concerning psychiatric nursing service and education to private health agencies and general hospitals as requested.

Under the supervision of the Nursing Division there are fourteen mental hospitals whose bed capacities range from 133 to 2,512, and whose bed occupancy ranges from 115 to 2,258. There are 1,118 professional, 1,695 licensed practical nursing personnel, and 2,829 attendants.

To accomplish its purpose, the Division plans to increase the number of licensed practical nurses and decrease the number of attendants. It is expected that in the future there will be only registered nurses and licensed practical nurses to provide nursing care for patients in the mental health agencies of the Massachusetts Mental Health Department.

The Division also supervises four schools for Mental Defectives which have 7,069 students, and 176 professional and 1,657 non-professional nursing personnel.

Ten of the fourteen hospitals serve as affiliation fields for various nursing educational programs. Under

the Division's supervision, there are four practical nursing schools which possess eighteen faculty members and 182 students each year.

Job Description for the Chief Psychiatric Nurse.--

The job description for the Chief Psychiatric Nurse includes the following:

Qualifications :

A. Professional education

1. Licensure to practice in Massachusetts
2. Master's Degree with a major in administration or consultation and a minor in psychiatric nursing or its equivalent.

B. Experience

Progressive nursing experience from staff nursing, head nursing, supervision and administration or consultation, the latter which must be in Psychiatric Nursing

C. Personal qualities

1. Good physical and emotional health
2. Extensive ability to assume responsibility and give democratic leadership
3. Interested in the growth and development of others and give guidance and counseling as needed
4. A member of, and participant in, professional organizations
5. Ability to work effectively with others
6. Possess integrity, initiative, and good judgement

7. Work toward the improvement of practice through the application of new ideas
8. Familiar with action research techniques
9. Extensive skill in communication

Functions of Chief Psychiatric Nurse ;

1. Coordinates the various nursing programs of the Massachusetts Department of Mental Health through consultation and meetings with appropriate nursing and/or other personnel of the Department's divisions and institutions.
2. Interprets nursing to the staff of the Massachusetts Department of Mental Health.
3. Communicates and interprets to the Department of Mental Health Administrative Staff the needs of nursing in any of the Divisions or institutions of the Department which require administrative and/or budgetary action.
4. Interprets the Department of Mental Health philosophy, policies and goals to nursing personnel in the Divisions and institutions of the Department.
5. Communicates and interprets to nursing personnel in the Divisions and institutions of the Department of Mental Health, professional, legislative, administrative and other matters which may affect the nursing programs of the Department.
6. Serves as a liaison in matters pertaining to nursing between the Massachusetts Department of Mental Health and other organizations or agencies.
7. Recruits and screens candidates for nursing positions in the division and institutions of the Department.
8. Communicates and interprets the programs of the Massachusetts Department of Mental

Health to other community agencies and groups.

9. Acts as consultant in psychiatric and mental health nursing for hospitals, schools of nursing or other agencies at the local, state or national level.
10. Promotes and participates in nursing research; collaborates with other disciplines and groups in planning research in which nursing may have a function or which may affect nursing.

Activities of the Division.--In order to achieve its purposes meetings are held monthly for all the directors of nursing in the hospitals of the Department. Much of the work of this group is carried on by the following committees:

1. Staff development. This committee is concerned with staff in-service programs for professional nurses.
2. In-service program. This committee plans in-service education programs for licensed practical nurses and attendants.
3. Program committee. This group plans the program for the nursing directors' meeting.
4. Disaster nursing. This committee deals with an educational program in disaster nursing.
5. Professional Student Nurse Affiliations. This committee is responsible for the curriculum for students from diploma schools of nursing.
6. Licensed Practical Nursing Schools. This group is responsible for the curriculum and its improvement for schools of Practical Nursing.
7. Improvement of Patient Care. This committee does research in patient care.

8. **Schools for Retarded.** This committee is concerned with improving nursing care for these students.

**The New Hampshire State Board of Nursing
Education and Nurse Registration**

Organization.--The New Hampshire State Board of Nursing Education and Nurse Registration is one of the agencies in the State Department of Education. It is responsible to the State Department of Education for administration of the Nursing Practice Act. The primary purpose of the Nursing Practice Act is to safeguard the life and health of the people. It regulated the practice of nursing in the State of New Hampshire.

The New Hampshire State Board of Nursing Education and Nurse Registration is composed of five qualified registered nurses. Appointments to the Board are made as follows: the State Nurses' Association submits a list of four qualified registered nurses each year to the Commissioner of Education who appoints one of them to the Board. The appointment is for a term of five years and until a qualified successor is appointed.

Upon nomination of the Commissioner of Education and the approval of the State Board of Education, the Board appoints a Director of Nursing Education and

determines his duties and salary.¹ The Director of Nursing Education serves as the Executive Secretary of the Board.

The office staff consists of two professional nursing personnel, a Director of Nursing Education, an Assistant Director of Nursing Education, and two clerical workers.

Responsibilities and power of the Board.--The Board is responsible for the administration of the Nursing Practice Act and the State Aid for Nursing Education Act. Its major responsibilities are: 1) licensing of nurses; 2) supervision of schools of nursing; 3) allocation of state aid for nursing education to qualified nursing students and registered nurses.

Within its legal authority, the Board can establish rules and regulations concerning nursing in the state. The rules and regulations become an extension of the law and can be enforced.

Functions of the Board include:

Establishing minimum standards for nursing education programs in the State.

Evaluating all nursing education programs in the State.

Providing a qualified consultation service to help the schools to upgrade their programs.

¹New Hampshire, Nursing Practice Act, 326-A:4.

Conducting licensing examinations.

Issuing, renewing, and revoking licenses.

Conducting hearings, and causing the prosecution of violators of the law and rules and regulations of the Board.

Evaluating candidates for the State Aid.

Preparing a budget.

Maintaining a good system of records.

Holding meetings, keeping minutes, and preparing an annual report.

Qualifications of nursing personnel in the Office of the State Board of Education and Nurse Registration of New Hampshire. --The qualifications for nursing personnel employed in the office include:

A. Education:

1. Graduation from a state-approved basic diploma program in nursing.
2. Baccalaureate degree from a recognized college or university with a major in teaching in schools of nursing.
3. Master's degree from a recognized college or university with a major in teaching or administration in schools of nursing.

Or

4. Graduation from a state-approved basic baccalaureate degree program in nursing.
5. Master's degree from a recognized college or university with a major in teaching or administration in schools of nursing.

B. Experience:

Five years of full-time successful experience in teaching and/or administration in schools of nursing.

C. Personal Qualifications:

1. Ability to inspire confidence.
2. Ability to command respect of co-workers.
3. Ability to command high standing in the esteem of professional colleagues.

Functions of Director of Nursing Education.--The stated functions of the Director of Nursing Education are:

A. Administration:**1. Planning:**

- a) Establishing procedures and policies for office management.
- b) Making plans for immediate and long-term activities.

2. Organizing:

- a) Determining number of positions, scope and responsibility of each.
- b) Allocating responsibility.

3. Directing:

- a) Selecting and maintaining staff.
- b) Supervising and directing activities.
- c) Administering law, Board rules and policies.
- d) Creating environment conducive to effective operation.

4. **Co-ordinating all activities relating to Board work.**

Initiating ways of securing cooperation, intradepartmentally and with other governmental units, with educational programs, organizations and individuals, and the general public.

5. **Reporting:**

- a) **Establishing and maintaining a record system.**
- b) **Preparing periodic and special reports.**
- c) **Collecting, analyzing, compiling and publishing data relative to nursing education and licensure.**

6. **Handling of Funds:**

Providing for most effective and economical use of funds.

B. **Supervision of educational programs in nursing:**

1. **General supervision and direction of activities.**

C. **Supervision of licensure:**

1. **Developing procedures relative to licensure by examination, licensure by endorsement, renewal of licenses, certification to other states, and discipline of licensees.**
2. **Providing for the carrying out of licensing procedures and policies.**

D. **Interpretation:**

Communicating and interpreting the nursing law, Board rules and policies, trends in nursing and nursing education to schools and to agencies seeking to establish schools, to nursing and allied groups, to governmental units, to individuals, and to the public in general.

Functions of Assistant Director of Nursing

Education.--The major functions of the Assistant Director of Nursing Education of the Board are concerned with the administration and supervision of the programs in schools of nursing, nurse licensure and State aid for nursing education.

A. Nursing education:

1. Visits to schools for purpose of initial survey and re-survey periodically.
2. Written reports on surveys and re-surveys.
3. Consultation service to schools given in Board office, and consultation visits to schools.
4. Preparation of periodic information on student enrollment, student withdrawals, faculty qualifications, progress made in major curriculum changes approved by Board in individual schools.
5. Supervision of tabulation of information received from annual reports of schools of nursing.
6. Supervision of the keeping of accurate records on student enrollment, student withdrawals, and faculty qualifications.
7. Assistance with periodic revisions of requirements, recommendations and policies for professional and practical schools of nursing.

B. Nurse licensure:

Assistance with:

1. Issuance, renewal, suspension and revocation of licenses for registered professional

nurses and licensed practical nurses.

2. The conducting of examinations for licensure of professional nurses and practical nurses.
3. Supervision of collection and deposition nurse licensure fees.
4. Supervision of the keeping of accurate records on nurse licensure.
5. Supervision of the tabulation of statistical information on nurse licensure.
6. Periodic revisions of requirements, recommendations and policies for nurse licensure.

C. State aid for nursing education:

1. Evaluation of applications and credentials of applicants for Board action.
2. Supervision of payment of scholarship aid when the award is granted.
3. Supervision of the keeping of accurate records on State aid for nursing education.

Area Nursing Service in Boston Area

Medical Office of the Veterans'

Administration

Organization and responsibilities.--The Veterans'

Administration Department of Medicine and Surgery is the Federal Agency which provides medical and health services to Veteran-patients, the VA Boston Area Medical Office is

one of seven such offices in the nation. In this Office are two professional nursing personnel: the Area Chief of Nursing and one Area Assistant Chief of Nursing. The Area Nursing service is responsible to the Central Office Nursing Service in Washington, D.C., through the Area Medical Director, for nursing policies and practices as established by the Central Office Nursing for local application by the VA hospitals and clinics. The main responsibility of the Area Nursing Service is to supervise nursing service in local field stations to ensure compliance with policies and procedures within the framework set up by the Central Office Nursing Service. This Area Office gives nursing supervision to the VA hospitals and clinics in New York and the New England states.

Purpose.-- In line with the Central Office Nursing Service's goals, the Area Nursing Service's purpose is to assist nursing in the VA field stations of the area to develop comprehensive nursing care for the Veteran-patients.

Areas of responsibilities.--This Department gives supervisory service to nursing services in twenty-five hospitals, and six clinics. There are eighteen general medical and surgical hospitals which have a bed capacity of 10,590 with 9,131 inpatients; seven neuropsychiatric hospitals whose bed capacity is 10,579 and beds occupied

are 10,011; one Tuberculosis hospital which provides a bed capacity of 258 and of which 232 are occupied. The grand total of the bed capacities of twenty-five hospitals is over 21,000 and beds occupied are approximately 19,000. The six clinics serve approximately 2,211 out-patients daily.

Under the supervision of this Area Nursing Service there are 7,500 nursing personnel--2,500 professional nurses and 5,000 non-professional personnel.

Function of the Area Nursing Service Department.--

The functions of the Area Nursing Service are concerned with the field station, the Area Office, and the Central Office, including inservice education.

In relation to the field station, the Area Chief of Nursing and the Assistant:

A. Encourage:

1. team visits by Area personnel,
2. yearly interim visits,
3. flexibility in conduct of visits.

B. During field visits:

1. ascertain that Central Office policies are properly interpreted,
2. contact personnel in other Services and Divisions at the station,
3. arrange intra-VA details for station personnel,

4. identify nurse leaders,
5. assist in placement of nurses in the non-centralized positions.

In relation to the Area Office they:

- A. Inform Area staff concerning supervisory visits.
- B. Discuss pertinent problems and programs with staff specialists.
- C. Plan and coordinate intra-VA details.

In relation to the Central Office they:

- A. Keep the Director, VA Nursing Service informed regarding:
 1. hospital and clinic nursing programs,
 2. key personnel,
 3. trends, changes, training opportunity, outstanding consultant service.
- B. Encourage education on the job.

In relation to inservice education they:

- A. Promote the role of Assistant Chief, Nursing Service for Education in the total nursing service.
- B. Identify the contribution of education and training programs in direct patient care benefits.
- C. Encourage educational personnel in their jobs.

Qualifications requirement for Area Chief of
Nursing.--²

- A. Education. A master's degree in nursing which includes or has been supplemented by academic preparation in teaching, supervision and administration. Content of the educational program should provide a basis for competence in the areas of:
1. Effective use of communication skills.
 2. Effective use of human relation skills.
 3. Recognition of problem situations and application of problem solving techniques.
 4. Evaluation of teaching programs designed for staff development.
 5. Recognition of the role of nursing research and investigational study in the improvement of patient care.
- B. Experience. Experience in the VA hospital nursing program in leadership assignments. This experience includes program responsibilities in a variety of situations, and in settings with a variety of medical and other types of research and training programs. Such experience will require demonstrated competence in:
1. Management of nursing service or a broad area of a nursing service.

²Office of the Chief Medical Director Veterans' Administration. "Nursing Service Assignment Requirements," Professional Services. Department of Medicine and Surgery Manual, Part V, M2 (Washington: U.S. Government Printing Office, 1961), p. A-1.

2. Development and administration of staff development programs for all categories of nursing service personnel.
3. Evaluation of nursing services and programs in terms of broad program objectives and long-range goals.
4. Evaluation of nursing administration, including personnel management.
5. Motivation of others toward improved program development.
6. Consultation as an administrative or educational resource person in the area of program development.

Functions of the Chief Area, Nursing Service.--

1. Makes evaluation visits to the nursing services of field stations, interprets findings, and recommends appropriate improvement to the hospital directors.
2. Interprets the objectives and policies established by the Central Office Nursing Service to the nursing staff in all local Veterans' Administration Field Stations.
3. Identifies levels of performance of key personnel.
4. Reviews the budgetary estimates for nursing service of field stations.
5. Prepares comprehensive reports on all phases of nursing service.
6. Cooperates with other departments in planning patient care.
7. Interprets the nursing problem to other Services in the Area Office and vice versa.
8. Provides consultation service.

9. Attends professional nursing and community health organization meetings; conducts Area conferences of Chiefs, Nursing Service of the VA Field Station.

Qualifications and functions for Area Assistant

Chief of Nursing.--The qualifications for the Area Assistant Chief of Nursing are the same as those of the Area Chief with one exception. Management of a nursing education program is an acceptable substitute for management of a nursing service or a broad area of a nursing service. She assists in carrying out the functions and activities of the Area Nursing Service.

CHAPTER IV

A PROPOSAL FOR THE ORGANIZATION AND FUNCTIONS FOR A NURSING DIVISION OF THE MEDICAL SERVICES DEPARTMENT, MINISTRY OF PUBLIC HEALTH IN THAILAND

Nursing within the Medical Services Department in Thailand includes educational and service areas, general and specialized nursing. The Medical Services Department hopes that the creation of a nursing division will help to improve nursing more rapidly and has delegated to the new Division the responsibility for its over-all development.

The Nursing Division in Thailand will have responsibilities similar to those of the three American agencies described in Chapter III, but its jurisdiction will be national whereas those of the American counterparts are state-wide, or, in the case of the Veterans' Administration, regional. A plan for the organization and functions of the Nursing Division in Thailand was developed after a thorough analysis and study of data from these organizations and is described in this chapter.

Purpose of the Nursing Division

The goal of the Medical Services Department is to provide the best possible hospital service throughout the country. In line with the Department's goal, the Nursing Division aims to provide the highest possible quality of hospital nursing service to the public.

Organization of the Nursing Division

To balance the responsibilities, authority should be delegated to the Nursing Division to plan its own administrative organization and to direct and control the program for the development of nursing in the Department as a whole. The Nursing Division should serve as a center for nursing and represent nursing to other divisions and offices within and outside the department.

Placement in the Departmental organization.--It is advisable to establish the Nursing Division as one of the primary departmental divisions. The title of the person in charge of the office should be Director of Nursing Division of the Medical Services Department. He will be responsible to the Deputy Director General and for the personnel in the division. Being a primary

division, the Nursing Division will have authority to exercise highly autonomous control. Creative work and development of initiative will be facilitated. The Division will work cooperatively with other departmental divisions and their sub-divisions in matters concerning nursing of the department. The Nursing Division will exercise the directive and controlling authority over all departmental nursing personnel in matters that affect nursing policies and practices.

Administrative organization of the Nursing Division.--For effective administration there should be three assistants to the Director of the Division--one for nursing education, one for nursing service, and one for psychiatric nursing. The title for each assistant should be Associate Director. A central secretary and a clerk should be employed (see Fig. 8). It is suggested that these Associate Directors be employed gradually as the program of the Nursing Division expands and the work increases.

Responsibilities of the Nursing Division

It is important that the Director of the Nursing Division introduce changes in nursing slowly and use to

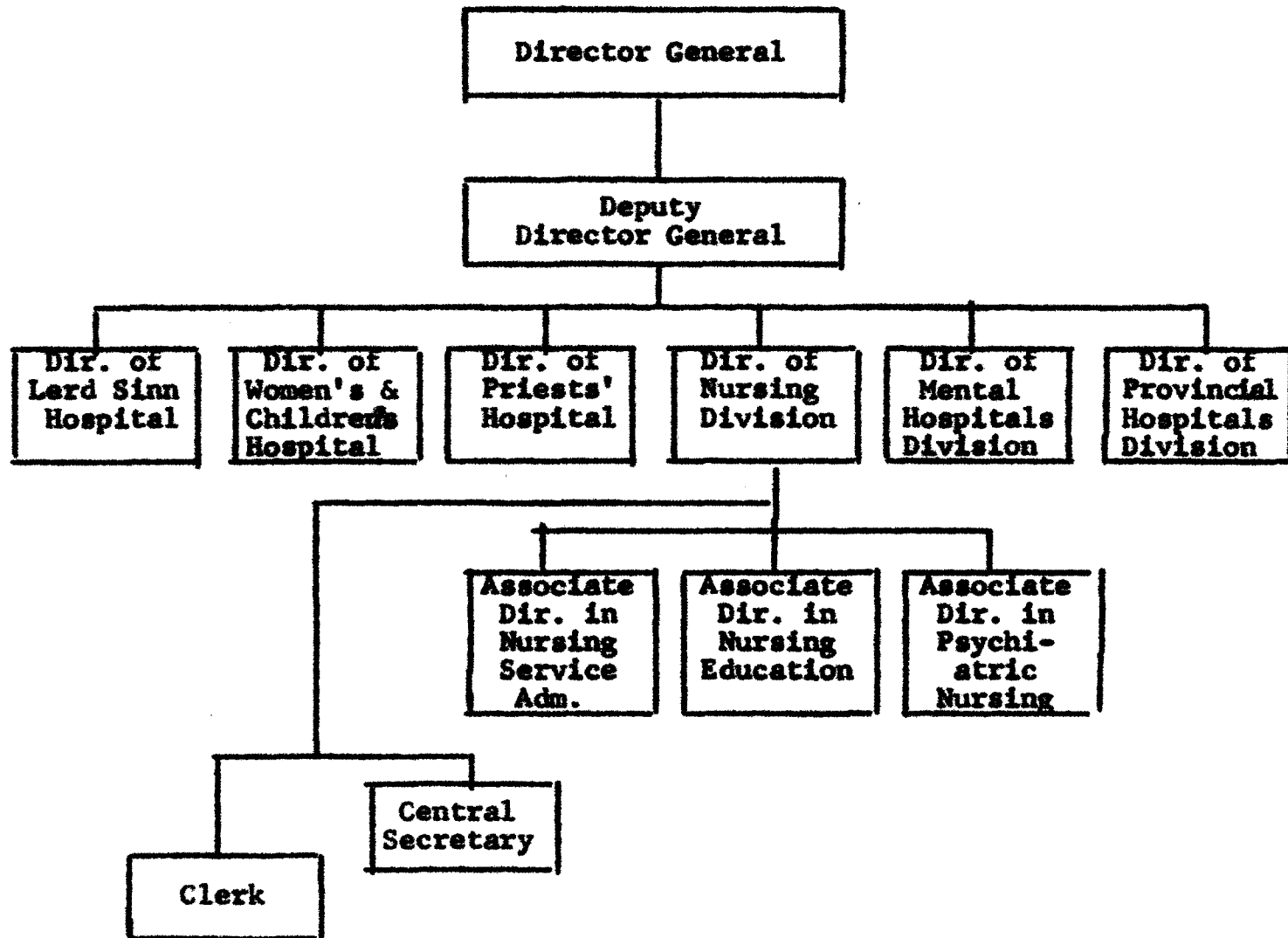


Fig. 8.--Proposed Administrative Organization of the Nursing Division in the Medical Services Department.

the fullest the personnel and resources already in existence. With this in mind the following objectives are set up:

1. To unite all nursing efforts in order to produce the best nursing service with nursing resources available.
2. To stimulate and encourage the maximum utilization of each individual's potentialities.
3. To develop self-direction and self-evaluation by nurses.
4. To cooperate with other groups in planning for nursing within the Department.

The major responsibilities.--The major responsibilities of the Nursing Division are those related to Administration of the Nursing Division, Nursing, other professions, agencies and the community.

A. Related to the Nursing Division:

1. Establishes policies and procedures of office management.
2. Allocates the divisional nursing personnel and determines their responsibilities.
3. Establishes plan for divisional activities.
4. Reports its activities to the Medical Services Department at the proper time.

B. Related to the Nursing Field of the Department:

1. Coordinates by:
 - a) Interrelating nursing education, nursing service, and the community's needs:

- (1) Studying the community's needs and interpreting and communicating them to nursing education and service.
- (2) Establishing and maintaining cooperative relationships with and between nursing education and service.

2. Directs by:

- a) Interpreting the goals of the Department, and goals and objectives of the Nursing Division to nursing personnel in various hospitals of the Department.
- b) Assisting each hospital of the Department to develop its nursing objectives so that they are consistent with the goals of the Nursing Division.
- c) Assisting each hospital of the Department to develop its own administrative organization of nursing:
 - (1) Assisting in determining organization pattern.
 - (2) Assisting in allocating its personnel and their responsibilities.
- d) Providing consultation service as needed and requested.

3. Supervises by:

- a) Encouraging growth and job satisfaction of all personnel:
 - (1) Identifying the nursing role in the whole program of health.
 - (2) Providing opportunity for nurses in all localities to work for the advancement of nursing through committees, conferences and discussion groups.

- (3) Providing means for the communication of new knowledge and ideas to all parts of the country.
- (4) Improving personnel policies in general.

b) Developing self-direction by:

- (1) Helping each hospital of the Department to establish its own in-service program for nursing.
- (2) Serving as a source of information pertaining to nursing.

c) Evaluating by:

- (1) Setting up standards for nursing education and nursing service, if there are no national standards existing.
- (2) Reviewing the nursing service and nursing education programs in each hospital in terms of established standards in order to improve nursing practice.
- (3) Assisting each hospital of the Department to develop criteria and procedures for self-evaluation of nursing.
- (4) Suggesting improvements when needed.

4. Controls by:

a) Establishing a policy for communication between the Nursing Division and nursing departments in the hospitals of the Medical Service Department:

- (1) Devising systematic channels for reporting.
- (2) Setting up forms for reporting.

- b) Suggesting candidates to the hospitals of the Department for nursing personnel for the key positions.
 - c) Holding membership of the general committee for schools of nursing and nursing service policy and practice.
- C. Related to other agencies, professions, and community:
- 1. Cooperates with other divisions in the Department of Medical Services in planning hospital services.
 - 2. Participates with other divisions in the Department of Medical Services in planning the general personnel policies.
 - 3. Cooperates with other nursing organizations in planning for the growth of nursing as a whole.
 - 4. Manages the public relation program.

Plan for Activities

It is expected that there will be only one professional nurse and one secretary working in the office when the Division first begins to operate. Only those activities which should be put into immediate operation are listed:

- 1. Interprets and communicates the goals, objectives, and policies of the Nursing Division to all departmental personnel, other groups, and community.
- 2. Studies nursing abilities, needs, physical facilities of various hospitals in the Department.

3. Plans programs to improve those conditions according to possibilities and needs.
4. Formulates committees to carry on programs as soon as possible.
5. Develops and releases materials concerning nursing in Thai.
6. Initiates in-service program.

**The Assignment Requirements for the
Personnel of the Nursing Division
of the Medical Services
Department**

**Job description of the Director of the Nursing
Division of the Medical Services Department.** --The Director of the Nursing Division is responsible for the administration of the Division and the whole program of nursing development of the Medical Services Department.

Qualifications:

A. Education:

1. Basic professional education. A graduate from a nursing school approved by the Thai government and/or licensure to practice in Thailand.
2. Advanced education. Post-graduate study or supplemented education in principles of teaching, supervision, and administration of nursing.

B. Experience. Experience in nursing in leadership positions in the hospitals of the Medical Services Department; namely, head nurse, nursing supervisor, nursing director of service and/or education for three years.

C. Personal.

1. Abilities and skills:

- a) Ability to secure cooperation of all other personnel with whom he works.
- b) Tact and diplomacy in dealing with a variety of individuals and community groups.
- c) Ability to exercise democratic leadership.
- d) Ability to evaluate the effectiveness of the programs operated.
- e) Ability to teach, supervise, and counsel the other nursing personnel.
- f) Ability to coordinate nursing activities and those of other health disciplines.

2. Attitudes and Characteristics:

- a) Interest in the growth of the profession and recognition of the value of professional responsibility.
- b) Understanding of people.
- c) Critical judgement.
- d) Integrity and stability.
- e) Broad-mindedness.
- f) Maturity and adjustability.
- g) Creativity and initiative.

Job knowledge. Must have a thorough knowledge of:

1. Standards of nursing techniques and procedures.
2. Methods and principles of supervision, counselling and teaching.
3. Methods and principles of administration in nursing education and service.
4. Organization and functions of the Ministry of Public Health, the Medical Services Department, and hospitals of the Department.
5. Interrelationships among the various sections, divisions, and departments within the hospitals, Departments, and the Ministry.
6. Laws governing training and practice of nurses.

Job relationships.

Supervised by: The Deputy Director General of the Medical Services Department.

Workers supervised: All other nursing personnel in the Department.

Interrelationships: Works with directors of other divisions in the Department.

Work performed:

- A. Relating to the Nursing Division Administration:
 1. Formulates and reviews aims and objectives of the Division periodically.
 2. Formulates and reviews plans and procedures of the Office management periodically.
 3. Grades the personnel of the Nursing Division.

4. Submits a budget for the Nursing Division's operation.
 5. Prepares periodic and special reports.
 6. Reports the Nursing Division's activities and its results to the Deputy Director General of the Department.
- B. Relating to the nursing field of the Medical Services Department:
1. Assists the hospitals in the Department to develop and review their own nursing administrative organization.
 2. Assists nursing schools in planning their curriculum.
 3. Assists the nursing services in planning patient care.
 4. Develops and periodically reviews minimum standards of nursing education and service.
 5. Develops means and procedures to evaluate the in-service program.
 6. Makes visits for evaluation of nursing practice in hospitals of the Department.
 7. Analyzes the findings of evaluation, discusses them and suggests improvement to the appropriate personnel.
 8. Provides nursing consultation to hospitals of the Department as needed and/or requested.
 9. Participates with the hospital directors in selecting key nursing personnel and reviewing personnel policies for nursing personnel.
 10. Attends meetings of the Department and conducts meetings of the Nursing Division.
 11. Develops, collects, analyzes, compiles, and publishes materials and data relative to nursing.

12. Reviews final reports submitted by Associate Directors of the Nursing Division.

C. Relating to other groups:

1. Interprets and communicates the problems of nursing to medical groups in the Department.
2. Evaluates community health needs and keeps nurses of the Department informed about those needs.
3. Interprets and communicates to the community the purpose and functions of nursing in the Department.
4. Cooperates with the Nursing Division of the Health Department in incorporating the principles of public health nursing in the basic curriculum and hospital service.
5. Cooperates with the Nursing Division of the Ministry of Public Health in planning for the growth of nursing as a whole.
6. Cooperates with the Thai Nurses' Association in planning for the elevation of nursing status.

Job Description of Associate Director in Educational Area in the Nursing Division.--The Associate Director of Education is responsible for developing policies and planning for the development of nursing education in the Medical Services Department.

Qualifications:

A. Education:

1. Basic professional education. A graduate from a nursing school approved by the Thai government and/or licensure to practice in Thailand.

2. **Advanced education.** A post-graduate study or supplemented education in principles of teaching, supervision, and administration of nursing.
- B. **Experience.** Experience in nursing leadership positions in a school of nursing of the Medical Services Department; namely, instructor, assistant educational director, director of a nursing school of the Medical Services Department for two years.
- C. **Personal qualifications.** The same as those of the Director of the Nursing Division of the Medical Services Department.

Job Knowledge. The same as that of the Director of the Nursing Division of the Medical Services Department.

Job Relationships.

Supervised by: The Director of Nursing Division of the Medical Services Department.

Workers supervised: All other nursing personnel in the schools of nursing of the Medical Services Department.

Interrelationships: Works with directors of hospitals which possess schools of nursing.

Work performed:

- A. Interprets the aim and objectives of the Nursing Division to all schools of nursing of the Medical Services Department.
- B. Helps each school of nursing in the Medical Services Department to set up its aims and objectives in line with the aim of the Nursing Division.
- C. Assists each school of the Medical Services Department to review its lines of authority and areas of responsibilities periodically.

- D. Makes an evaluation visit to all schools of nursing in the Department according to a planned schedule.
- E. Analyzes the findings of evaluation, discusses them and suggests improvement to the appropriate personnel.
- F. Makes evaluation reports and submits them to the Director of the Nursing Division.
- G. Assists each school to develop means and procedures for periodical evaluation of the curriculum.
- H. Encourages and assists each school of nursing to develop an inservice program.
- I. Evaluates the in-service program of all schools of nursing in the Department.
- J. Serves as a resource person for information relating to nursing education in the Department.
- K. Collects and reviews reports from all schools of nursing in the Department.
- L. Is a member of the General Committee of schools of nursing.
- M. Makes reports of activities in relation to the schools of nursing to the Director of the Nursing Division.
- N. Attends the general meetings for nurses, and conducts meetings for nursing education directors.
- O. Develops materials concerning nursing education.
- P. Provides for distribution of information concerning schools of nursing to all nursing schools in the Department.
- Q. Cooperates with the Associate Directors of Nursing Service and Psychiatric Nursing in correlating nursing education and nursing service.

Job Description of Associate Director in Nursing Service in the Nursing Division.--The Associate Director in Nursing Service is responsible for assisting the general hospital nursing personnel to develop policies and plans for improving nursing care for patients.

Qualifications:

A. Education:

1. Basic professional education. A graduate from a nursing school approved by Thai government and/or licensure to practice in Thailand.
2. Advanced Education. Post-graduate study or supplemented education in principles of teaching, supervision, and administration of nursing.

B. Experience. Experience in nursing leadership positions in a general hospital of the Medical Services Department; namely, head nurse, supervisor, assistant to nursing service director, director of nursing service for two years.

C. Personal qualifications: Same as those of the Director of the Nursing Division of the Medical Services Department.

Job knowledge. The same as those of the Director of the Nursing Division of the Medical Services Department.

Job relationships:

Supervised by: The Director of the Nursing Division of the Medical Services Department.

Workers supervised: All nursing personnel in the general hospitals of the Medical Services Department.

Interrelationships: Works with directors of hospitals of the Medical Services Department.

Work performed.

- A. Interprets the aim and objectives of the Nursing Division to nursing service personnel in all hospitals of the Medical Services Department.**
- B. Helps the nursing service department in each hospital to set up its aims and objectives in line with the aims of the Nursing Division.**
- C. Assists the nursing service department in each hospital to review its lines of authority and areas of responsibilities periodically.**
- D. Makes evaluation visits to the nursing service departments in the hospitals of the Medical Services Department.**
- E. Analyzes the findings of evaluation, discusses them and suggests improvement to the appropriate personnel.**
- F. Makes evaluation reports and submits them to the director of the Nursing Division.**
- G. Assists the nursing service departments to develop means and procedures for periodical self-evaluation.**
- H. Encourages and assists nursing service departments in the hospitals of the Department to develop in-service programs for its nursing personnel.**
- I. Evaluates the in-service programs of the nursing departments.**
- J. Serves as a resource person for information concerning nursing service of the Department.**
- K. Collects and reviews reports from nursing service departments of general hospitals.**
- L. Makes reports of activities to the Director of the Nursing Division.**

- M. Attends the divisional meetings, and conducts meetings for directors of nursing service of the general hospitals of the Department.
- N. Provides for distribution of information concerning nursing service to the departments of nursing service in the general hospitals.
- O. Cooperates with the Associate Directors of nursing education and psychiatric nursing for correlating nursing service and nursing education.

Job Description of Associate Director in Psychiatric

Nursing in the Nursing Division.--The Associate Director in Psychiatric Nursing is responsible for that part of nursing basic education pertaining to psychiatric nursing and for assisting the nursing department in all mental hospitals to develop policies and plans for improving nursing care of psychiatric patients.

Qualifications:

A. Education:

- 1. Basic professional education. A graduate from a nursing school approved by Thai government and/or licensure to practice in Thailand.
- 2. Advanced education. Post-graduate study or supplemented education in principles of teaching, supervision, and administration of nursing, and having a special advanced course in psychiatric nursing approved by the Medical Services Department.

- B. **Experience.** Experience in nursing leadership positions in a mental hospital of the Medical Services Department; namely, head nurse, supervisor, or as director of nursing for two years.
- C. **Personal qualifications.** Same as those of the Director of the Nursing Division of the Medical Services Department.

Job knowledge. Same as those of the Director of the Nursing Service Division of the Medical Services Department.

Job relationships.

Supervised by: The Director of Nursing Division of the Medical Service Department.

Workers supervised: Nursing personnel in all mental hospitals of the Medical Services Department.

Interrelationships: Works with directors of mental hospitals of the Medical Services Department.

Work performed.

- A. Interprets the aim and objectives of the Nursing Division to the nursing departments in all mental hospitals in the Department of Medical Services.
- B. Helps each nursing department in mental hospitals to set up its aims and objectives to achieve the aim of the Nursing Division.
- C. Assists each nursing department in mental hospitals to develop and review its lines of authority and areas of responsibilities, periodically.
- D. Makes an evaluation visit to nursing services in all mental hospitals.
- E. Analyzes the findings of the evaluation, discusses them and suggests improvement to the appropriate personnel.

- F. Makes evaluation reports and submits them to the Director of the Nursing Division.
- G. Assists the nursing departments in mental hospitals to develop means and procedures for periodical self-evaluation.
- H. Encourages and assists nursing departments in mental hospitals to develop an in-service program for their nursing personnel.
- I. Evaluates the in-service program of the nursing departments.
- J. Serves as a resource person for information pertaining to psychiatric nursing education and service.
- K. Collects and reviews reports from nursing departments of the mental hospitals.
- L. Makes reports of activities to the Director of the Nursing Division.
- M. Attends the divisional meeting, and conducts meeting of directors of nursing departments of mental hospitals.
- N. Develops materials concerning psychiatric nursing.
- O. Provides distribution of information concerning psychiatric nursing from the Division to the nursing departments in mental hospitals.
- P. Cooperates with the Associate Directors of Education and nursing service in general hospitals for correlating nursing service and education.

Job Description of the Secretary of the Nursing Division.--The Secretary of the Division is responsible for all correspondence of the Division, and making appointments for all nursing personnel of the Division.

Qualifications:**A. Education:**

1. Academic. Secretarial training in an approved school.
2. Technical knowledge:
 - a) Shorthand desirable but not necessary.
 - b) Typing required.
 - c) Proficient in reading and writing.

B. Experience. Secretarial experience in any government office for a year preferable.

C. Personal qualifications:

1. Aptitude for clerical detail.
2. Dependable.
3. Good judgement and initiative.
4. Courtesy.

Job relationship:

Supervised by: The Director of the Nursing
Division

Work performed:

- A. Composes all official correspondence of the Nursing Division.
- B. Maintains a good system for keeping records, correspondence and other documents.
- C. Makes appointments for the Director of the Nursing Division and his Associates.
- D. Is responsible for the equipment and supplies of the Nursing Division.

Job Description of a clerk in the Nursing

Division.--The clerk of the Nursing Division is responsible for the clerical work of the Division.

Qualifications:

A. Education:

1. Academic. Secretarial training.
2. Technical knowledge. Typing required.

B. Experience. Some experience in office work preferable.

C. Personal qualifications:

1. Aptitude for clerical detail.
2. Dependable.
3. Good judgement and initiative.
4. Courtesy.

Job relationship:

Supervised by: The Director of the Nursing Division.

Work performed:

- A. Types materials as directed.
- B. Checks in and out correspondence.
- C. Is responsible for maintaining the supply of stationery in the Division.
- D. Assists the Secretary in keeping records and data of the Nursing Division in good order.

Summary

The study was done to develop a proposal for the organization and functions of the Nursing Division of the Medical Services Department of the Ministry of Public Health in Thailand. The new Nursing Division's responsibilities cover nursing education, professional and non-professional; and general and specialized nursing services. The organizations in the United States were investigated. From the study of these nursing institutions and review of pertinent literature, a plan for the organization and functions of the Nursing Division of the Medical Service Department was formulated. However, nursing is being practiced in the hospitals controlled by the government and the proposal is based on conditions as they exist in 1961. The proposal covers goals, and objectives of the Nursing Division. It should be a primary division in the Department and the center of all nursing activities in the Department. Its responsibilities might be grouped into three main categories: those relating to administration of the Division, those relating to nursing, and to cooperation with other groups and communities.

This proposal is only a guide for the Nursing Division of the Medical Services Department. It may

need a great deal of change and adaptation when it is practiced in the real situation.

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- Number of Full-time Instructors of Pitsanulok Nursing School. Personal letter from a faculty member of Pitsanulok Nursing School. November 13, 1961.**
- Number of Full-time Instructors of the Sister-tutor School of Nursing. Personal letter from a faculty member of the Sister-tutor School of Nursing. November 27, 1961.**
- Organization of the Medical Services Department and the Nursing School Committees of the Nursing Schools of the Medical Services Department. Personal letter from Deputy Director General of the Medical Services Department.**

A P P E N D I C E S

APPENDIX A

**GENERAL HOSPITALS OF THE MEDICAL SERVICES DEPARTMENT,
THEIR BED CAPACITY, YEARLY CENSUS,
NURSING PERSONNEL, 1959¹**

Sections and Provinces	Number of Hospitals	Bed Capacity	Yearly Census	Number of Nursing Personnel	
				Professional	Non-professional
<u>Section I</u>					
Ayutthaya....	1	100	3,317	6	4
Sara Buri....	2	65 100	3,988 5,028	3 4	2 5
Pathum Thani.	1	25	774	1	4
Ang Thong....	1	25	1,254	-	3
Sing Buri....	2	86 32	2,014 751	2 -	4 3
Lop Buri.....	1	31	1,913	4	1
Chainat.....	1	50	1,218	5	2
Non-Buri.....	1	25	989	3	3
<u>Section II</u>					
Chan Buri....	1	164	7,135	8	6
Prachin Buri.	1	100	5,143	4	-
Chon Buri....	1	126	7,067	10	2
Rayong.....	1	63	5,799	4	2
Trat.....	1	60	1,603	6	-

APPENDIX A--Continued

Sections and Provinces	Number of Hospitals	Bed Capacity	Yearly Census	Number of Nursing Personnel	
				Professional	Non-professional
Chachwengsao...	1	50	2,639	6	1
Samut Prakan...	1	50	3,366	3	1
Nakhonna Yok...	1	70	1,271	4	4
<u>Section III</u>					
Si Saket.....	1	50	1,204	3	4
Surin.....	1	56	2,297	9	5
Chaiyapoom.....	1	56	2,503	8	6
Burirum.....	1	79	2,922	2	3
Nakhon Ratchasima	1	200	12,978	18	2
Ubon.....	1	160	8,336	14	16
<u>Section IV</u>					
Nong Khai.....	1	65	3,477	7	1
Nakhon Phanom..	2	75 32	1,720 1,286	4 -	6 -
Roi-et.....	1	90	3,389	8	9
Khonkaen.....	1	100	4,781	7	10
Maha Sarakham..	1	65	1,600	6	6
Loei.....	1	58	1,242	3	9
Udon.....	1	50	3,300	4	5

APPENDIX A--Continued

Sections and Provinces	Number of Hospitals	Bed Capacity	Yearly Census	Number of Nursing Personnel	
				Professional	Non-professional
Sakon Nakhon..	1	55	1,415	1	8
Kanrasin.....	1	34	1,114	4	7
<u>Section V</u>					
Chieng Rai....	2	120 56	4,504 3,495	15 2	10 -
Uttaradit.....	1	56	2,558	7	2
Mae Hongson...	1	45	468	4	1
Lampang.....	1	100	4,525	13	1
Lumphun.....	1	50	2,091	6	5
Phrae.....	1	72	2,436	8	4
Narn.....	1	50	903	5	-
<u>Section VI</u>					
Tak.....	2	60 25	1,712 463	8 -	6 3
Pitsanulok....	1	210	11,658	45	1
Sukho Thai....	1	54	1,360	6	11
Phetchabun....	1	60	2,192	3	7
Phichit.....	1	25	1,203	6	1
Nakhonsawan...	1	90	4,074	6	-

APPENDIX A--Continued

Sections and Provinces	Number of Hospitals	Bed Capacity	Yearly Census	Number of Nursing Personnel	
				Professional	Non-professional
Uthai Thani..	1	25	855	2	1
Kamphaengphet	1	25	2,407	4	1
<u>Section VII</u>					
Samut Songkhram	1	65	1,829	4	4
Prachuap.....	1	25	977	1	2
Samut Sakhorn	1	25	33	-	-
Phet Buri....	1	78	2,316	5	-
Kanchanaburi.	1	54	1,863	6	2
Rat Buri.....	3	96	5,053	2	-
		30	2,009	2	4
		50	2,333	2	2
Nakhon Pathom	1	65	3,291	10	18
Suphan.....	1	125	3,273	4	1
<u>Section VIII</u>					
Ranong.....	1	45	941	6	1
Surat Thani..	1	56	4,391	3	2
Chum Phon....	1	50	1,496	2	-
Nakhonsithumarat	1	50	1,415	9	7
Phangna.....	1	33	793	1	1

APPENDIX A--Continued

Sections and Provinces	Number of Hospitals	Bed Capacity	Yearly Census	Number of Nursing Personnel	
				Professional	Non-professional
Krabi.....	1	25	674	3	-
Phuket.....	1	95	2,368	6	2
<u>Section IX</u>					
Pattani.....	1	50	2,341	4	-
Nara Thivat..	1	112	3,765	9	2
Yala.....	1	75	2,534	7	3
Satun.....	1	50	963	4	-
Trang.....	1	32	2,264	7	1
Songkhla.....	2	142	4,394	6	6
Phatthalung..	1	25	1,720	4	-
<u>Bangkok:</u>					
Women's....	1	635	40,926	134	-
Children's..	1	215	7,446	61	-
Priests'...	1	160	3,418	21	44
Lerd Sinn..	1	100	2,793	31	4

¹Personal letter from Director General of the Medical Services Department, March 22, 1961

APPENDIX B

**MENTAL HOSPITALS OF THE MEDICAL SERVICES DEPARTMENT,
THEIR BED CAPACITY, YEARLY CENSUS,
NURSING PERSONNEL, 1959²**

Provinces	Number of Hospitals	Bed Capacity	Yearly Census	Number of Nursing Personnel	
				Professional	Non professional
<u>Provincial Group</u>					
Chiang Mai.....	1	450	1,606	3	2
Surat Thani....	1	680	1,029	7	5
Ubon.....	1	645	1,247	5	16
<u>Central Group</u>					
Tonburi.....	1	1,650	1,958	36	20
Nonburi.....	1	1,180	1,096	10	6
Bangkok (Neuro-psychiatric)...	1	75	919	18	4

²Ibid.

APPENDIX C

NURSING EDUCATIONAL PROGRAMS OF THE MEDICAL
SERVICES DEPARTMENT, NUMBER OF STUDENTS,
FACULTY, GRADUATES, 1959³

Schools	Type of Program	Students	Full-time Faculty	Graduates
<u>Northern Part</u>				
Pitsanulok.....	Diploma	200	16 ⁴	50
<u>Eastern Part</u>				
Nakhon Ratchasima.	Diploma	200	4 ⁵	50
Ubon.....	Practical Nursing	50	5	50
<u>Central Part</u>				
Sister-tutor Nursing School....	Post-Graduate	25	5 ⁶	25
Women's Hospital Nursing School....	Diploma	450	19	100

³Ibid.

⁴Personal letter from a faculty member of Pitsanulok Nursing School (data of 1961), November 13, 1961.

⁵Personal letter from a faculty member of Nakhon Ratchasima Nursing School (data of 1961), November 13, 1961.

⁶Personal letter from a faculty member of Sister-tutor School of Nursing (data of 1961), November 27, 1961.