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ROTATION MANAGEMENT MODEL IN NURSING

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Abstract:

The model for optimizing nursing care organization in psychiatric institutions enables us to compose teams in a way that will meet the requirements of the work process in any given situation, thus yielding quality for patients, employees and institutions (lower time consumption for preparing work schedules and performing supervision, reduced number of everyday interventions by managers, etc.). Rotation model will be presented, which contributes to optimizing human resource capacity of health care. Therefore, the staff rotation model is a good start and contributes to the development of managerial practices that will be focused on ensuring a suitable work environment and appropriate work conditions while promoting good work relationships between the managerial staff and the employees and ensuring employee health and work satisfaction. Employees want rotation as an instrument of equalizing workload and workplace requirements.

This indeed reflects the basic quality of developing approaches to staff assignment practices. The following areas constitute the optimization conditions: The kinds of teams which are needed at individual wards (size, number of hours to be worked, etc.); The positions in individual teams which are already occupied by people who remained within the department and at the same workplace over the entire period in question and were never reassigned elsewhere; The number of people in each individual team and their roles (leader, deputy, etc.); The name list of the assigned employees and their capabilities calculated by linear program according to Belbin team roles indicator. The project approach to the optimization of nursing care teams is determined on the basis of the above-mentioned key conditions. The process of optimizing staff assignment to teams consists of ten general modules which represent several managerial activities in the optimization of work processes.

Keywords: optimization, employee rotation model, nursing, psychiatry

1. INTRODUCTION

For many reasons, including rapid social changes and numerous measures for improving the quality of work and reducing the costs of work processes, etc., public services require a great deal of adjustability from their employees. New approaches to leadership and organization of work processes are constantly needed. Changes within health care unavoidably co-relate with changes in public services. Lately, knowledge of quality, highly professional, cost-acceptable, safe, and economical health and social care is becoming increasingly important. Experts agree that in order to achieve the key improvements in the health care area, work should be focused primarily

on increasing efficiency, productivity, and quality of the whole health care system. The demands should be met and the goals achieved with better management and yet with the same resources.

Most demands for rationalization of business operations are addressed to executive managers of health establishments. According to the Ministry of Health plans, they should all possess managerial knowledge and skills, including the employees at the middle management level who directly organize work processes, make duty rosters, and supervise other employees. Experts have described a nurse-cum-manager with a vision, a strategy to realize it, and the ability to win over and enthuse co-workers to join forces in achieving common goals, who recognizes the fact that the successful accomplishment of tasks is based on team efforts. She also inspires co-workers to follow her with confidence, is well respected, and possesses excellent communication and negotiation skills. Organization and leadership styles are important also in nursing care since they affect the creation of work environment, sense of well-being among the employees, and work-related interpersonal relationships. Job satisfaction is important for being successful at work and for achieving quality.

Patients should receive quality care in a professional environment that includes good partnership relations among all participants. Therefore, the existing work planning guidelines should be upgraded with the introduction of changes and improvements in the system of work scheduling and staff deployment in nursing care. The existing personnel deployment models in psychiatric nursing care are experience-based and differ between the institutions.

Working on the same ward for many years may lead to professional isolation, lack of professional communication, stagnation of professional knowledge, and inefficiency of the nursing team. An up-to date model of personnel rotation should be designed that would improve the workplace-related sense of well-being, reduce burn-out, and more evenly distribute work-

load. It should also acknowledge inner motivation for work and changes since the nursing staff is increasingly drawing attention to stress associated with their work. These endeavours should help improve an institution's overall results, since motivated and career-oriented workers tend to be more satisfied with their respective chosen professions and their work. Opportunities for improving professional knowledge and personal development arise from individual awareness and determination, and the ability to adapt to organizational changes. It promotes gaining of experience, increases employability, and broadens competencies in professional, political, and personal engagements.

Apart from other measures, optimization of work processes may also be achieved by job rotation, a well-known method for increasing staff satisfaction and work motivation, learning new skills, and improving work results. In nursing care in Slovenia, job rotation is not widely recognized as an approach to forming the work environment, a tool for improving jobs, and a means of acquiring knowledge and work skills in various areas.

Job rotation programmes differ depending on the size of the institution and work process requirements. Employees included in job rotation programmes may discover wide possibilities for gaining additional skills as opposed to those who focus and/or specialize in a narrow professional field. This article describes the advantages of job rotation for institutions as well as for their employees. The advantages for institutions become evident in cases of absence when posts have to be filled, such as during sick or annual leaves, or in times of staff shortfall. Employees benefit regardless of the approach; either in the above mentioned cases or when job rotation is a human resources strategy, they acquire new skills and/or knowledge for conquering diverse work challenges. Job rotation programmes should be well prepared and employees should be familiarized with them. Leaders should also be trained to implement these changes in day-to-day practice.

2. STAFF ROTATION AS AN OPTION FOR OPTIMIZING WORK ORGANIZATION

The design of work environment has been studied using a scientific approach since 1900. The foundations for this approach were laid by Taylor and Gilbreth¹. The notion of rotation is at the very core of the approach to work environment design that is used in many organizations around the world and at various hierarchical levels. It is also an excellent tool for practicing job improvement measures. According to its definition, job rotation (or job swap) is defined as a systematic flow of employees from one workplace to another.²

One of the definitions of rotation includes working on various tasks for a certain period of time. Rotation is also a method for designing job positions, i.e. workplaces at which employees can learn the skills required to perform work in several areas³. It is the result of efforts and dedication invested in the design of work environment and consistent improvement of work performance. The first condition for this is that rotation should provide the expected results with respect to employee motivation. From this viewpoint, it can be said that rotation reduces monotony, prepares employees for better work results and increases their level of knowledge.⁴

In many work environments, interest in people goes above interest solely in their technical achievements and analysis of the work environment or job positions, respective training or performance measurement. In project organization related to job planning, the work envi-

- 1 Kaymaz, K. 2010. The Effects of Job Rotation Practices on Motivation: A Research on Managers in the Automotive Organizations. BER. 1, 3, 69-85.
- 2 Dessler G., Varkkey B. 2009. Training and development. Human Resource Management. New Delhi: Dorling Kindersley (India) Pvt. Ltd, 304.
- 3 Jorgensen, M., Davis K., Kotowski, S., Aedla, P., Dunning, K. 2005. Characteristics of job rotation in the Midwest US manufacturing sector. Ergonomics. 48, 15, 1721-1733.
- 4 Kaymaz, K. 2010. The Effects of Job Rotation Practices on Motivation: A Research on Managers in the Automotive Organizations. BER. 1, 3, 69-85.

ronment and employee wellbeing are at the very forefront of current efforts.⁵ From the notional viewpoint, job design is defined as the determination of special contents and the choice of methods and relationships between individual job positions to make sure that they correspond to the company's requirements and personal expectations of its employees, both in terms of organization and content¹. This definition also includes the fact that well-designed and described job positions increase employee satisfaction and motivation, reduce stress, encourage learning efforts¹, and have a positive effect on employee performance⁶.

Among the tools used for staff development, experts¹ mention rotation. An increasing number of foreign and Slovene organizations now enable rotation, with the aim of achieving excellence in several areas. On the one hand, this helps the staff further develop the already known talents and capabilities, and on the other it improves those skills which could not be developed to the same extent before. In the case of employing people from outside of the organization, a human resources plan is in place which needs to be presented to all new employees. This plan also serves to empower the existing staff, thereby "strengthening those competencies (knowledge, abilities, skills and values) which the staff lacks with respect to the company's business model, strategy and business needs, and the situation related to the actual competencies of the company's employees"⁷. This is one of the available opportunities for organizations to improve their inner capacities and achieve better exploitation of resources. The above author claims that in Slovenia, this part of the market is "still too static", which means that while it allows vertical and horizontal progress within the scope of each individual's work tasks, it does not enable the recognition of excellent talents or their

5 Campion A, M., Mumford V, T., Morgeson P, F., Nahrgang D, J. 2005. Work redesign: Eight obstacles and opportunities. *Hum Resour Manage.* 44, 4, 367-390.

6 Garg, P., Rastogi, R. 2006. New model for job design: Motivating Employees performance. *J Manag Dev.* 25, 6, 572-587.

7 Žezlina, J. 2013. Kako pametno kadrovati. DOI= <http://www.finance.si/8333927/Janez-Zezlina-Kako-pametno-kadrovati>.

appropriate development. Like many foreign experts, he also believes that such work method would create an opportunity to extend the employment relationships of those individuals who are of paramount importance to the company. In this way, companies could be winners and would become the best in their field, as they would achieve a higher level of flexibility and adaptability.

Professionals in the field of organization and management⁸ define rotation as systematic movement of employees occupying one job, from one area to another within the same institution, for periods of one year at a minimum. Many reasons favouring the implementation of the employee rotation system are stated, including increased quality of work and new opportunities for employees to find new career paths for themselves; in his opinion, the most important incentive is to prevent boredom and stagnation of job-related knowledge. Employee rotation programmes differ amongst themselves and also change over time depending on the size and type of the institution, as well as the needs of work processes⁹. In this respect, the above-mentioned author mainly discusses partial or daily rotations, in which for a part of the day such individuals work at different locations, so that they could e.g. participate in a certain project, as well as for other similar purposes. The author also mentions job swaps over shorter periods of time; these are intended to provide substitute staff, for example while another employee is absent due to maternity or sick leave, or during holidays, or to fill a free position until a new employee is hired. Such rotation is beneficial primarily for the institution, because it makes sure that the work gets done; this is because it primarily takes into account the needs of the work process, and much less those related to employee motivation. Ultimately, in such a way employees

8 Fiester, M., Collis, A., Cossack, N. 2008. Job Rotation, Total Rewards, Measuring Value. HRMagazine. 53, 8, 33-34.

9 Anonymous, 2008. How Job rotation Can Enhance Training Effectiveness. AOMAR, 8, 8, 2-4.

Anonymous, 2008 a. Energize & Enhance Employee Value With Job Rotation. HR Focus. HRMagazine. 85, 1, 6-10.

always learn new skills and have to cope with various job-related challenges, but their motivation is different. Collaboration between departments and functional teams is another form of cooperation that may assist individuals in quicker professional development.

The overall employee rotation strategy comprises the following four steps¹: assessment of the situation; planning; implementation; and evaluation. The authors claim that good preparation of rotation is crucial for the success of any programme. In their opinion, the programme needs to be planned very precisely and clear rules need to be made as to who shall be eligible for assignment to specific job positions and workplaces, or whether all job positions and workplaces shall be accessible to all employees. It should also be established whether the programme will be compulsory for all employees and whether individuals will be allowed to opt out of it without consequences. For clear understanding of mutual expectations, it should be known from the very beginning whether all employees as well as the managers shall be equally included in the programme. The types of knowledge that is planned to be strengthened through the job swap process also need to be determined, including the exchange of knowledge between professional and managerial job positions. Experts¹⁰ believe that through a meticulous analysis of feasibility, predictable issues, communication with provision of support from leaders and managers, and preparation of realistic work schedules for all job positions included in the swap, organizations both large and small can expect tangible value from job rotation. However, the measurement of rotation success can be quite a difficult task. The author quotes Thomas J. Miceli, Professor of Economics at the University of Connecticut, who expects the results of rotation to be exhibited via non-material indicators, such as e.g. improved employee morale, and manifested in a measurable manner in the form of increased productivity, reduced job changes and reduced work absences¹.

Many companies are not effectively taking care of their talented employees and they design their work environment as a closed system, instead of keeping fresh energy moving via rotation and thus contributing to the development of their employees and the company as a whole. Employee rotation may also provide better chances than formal education. The above-mentioned author states study results which indicate that 75% of knowledge is acquired at the job, i.e. at the relevant workplace². It also makes sense to assign employees to the positions for which they are best suited, so as to use their talents and stimulate their capabilities. Naturally, certain specific features and limitations need to be taken into account when planning rotation. A system needs to be designed that includes a general plan involving a series of issues, such as rotation time, objectives, assessment criteria, risk assessment, mechanisms for harmonizing the rotation schedules, etc. A comprehensive assessment of each employee's capabilities also needs to be made, so that they can be assigned to the most appropriate positions within the rotation plan, making sure that the two are matched^{11,12}.

Before making a decision, managers usually perform a qualitative analysis based on their own experience and conclusions of analysis of the problem being solved, as well as a quantitative analysis based on the relevant mathematical and statistical methods. In solving the problem, managers usually use data on several aspects of the situation, and then they adopt a decision. However, when the problem being solved is highly complex and the manager is unable to decide without quantitative data, or when it is very important and the manager does not have enough experience with this type of problems, or if the problem frequently recurs, the use of a quantitative model saves much effort and time, and decision-making then becomes more of a routine task¹³.

11 Bei, Z. 2009. Some Thoughts on the Practice of Job Rotation in Accounting in Colleges and Universities. *Manag Sci Eng.* 3, 3, 91-95.

12 Fujino, M., Nojima, Y. 2005. Effects of ward rotation on subsequent transition processes of Japanese clinical nurses. *Nurs Health Sci.* 7, 1, 37-44.

13 Torkar, D. 2003. Optimizacija portfelja naložb v Zavarovalnici Triglav. Specialistično delo. Univerza v Ljubljani, Ekonomska fakulteta, Ljubljana.

Rotation cannot be successfully implemented without appropriate communication with the employees and without their cooperation because in such a way willingness to change and to work wholeheartedly¹ can be achieved. This is because employee rotation requires much precise work instead of mere issuing of orders or imposing of measures. In addition, one has to make sure that all employees have understood the rotation plan and the content of work to be performed. Sometimes, a training period is necessary for them to acquire the necessary skills, information and instructions for new work.

3. MANAGEMENT IN PRACTICE

Modern environments differ from those of the past. Management and managerial knowledge are very current topics and are subject to much discussion at professional conferences, as well as in related papers and at meetings. More than ever before, in quickly changing healthcare systems nurses are expected to also possess some managerial knowledge. This is corroborated by Rozman¹⁴, when he states that “there is probably no doubt that management or directorship is the most important work in companies, as well as in other communities”. Regardless of the fact that managers are not directly included in the manufacturing process, they are still the most important factor, as their work contributes to better performance, as well as coordination and effectiveness of the work of their employees. They hold power because they coordinate others and determine their tasks, objectives and duties; they also make decisions about important issues in the company. The author claims that the success of a company is crucially dependent on the appropriate manager or “director”. He sees a problem primarily with respect to those people who do not have sufficient managerial knowledge or the ability to connect with their staff, and partially also in

¹⁴ Rozman, R. 2010. Študij managementa (ravnateljavanja) nasploh in s poudarkom na bolonjski reformi. Izzivi managementu. *Management Challenges*. 2, 2, 36-40.

the fact that management in Slovenia has only been developing for a short time, and this means insufficient education is available for the demanding managerial work¹⁵. Good managers quickly become good role models.¹⁶ Their attitudes have a crucial influence on the course of events in institutions and good managers can expect more from their staff if they are available for discussion and provide consistent support and assistance. A stark, inaccessible and negative stance is not helpful at all. Therefore, in the opinion of some authors,¹⁷ managers need constant development, research and training in practice. They believe that “management and directorship” can be learned, although some inborn traits can also help them achieve good performance. They are convinced that one should always follow the requirement for “creativity, innovation and research”. Changes in the level of difficulty of managerial positions nowadays represent a new, more complex stage in modern nursing care. Adequate education in the field of management is now needed to achieve appropriate results in health care. Such changes can be achieved by thinking in line with the institution’s strategy, having a sense of belonging, being willing to cooperate and solve problems, comply with the requirements, present work results and prepare proposals for their improvement, as well as by being oriented towards enhancements, excellence and development. In nursing work, managerial skills are now more important than ever for achieving good work results.

15 Rozman, R., Kovač, J. 2012. Management. GV Založba, Ljubljana.

16 Tschudin, V. 2008. Kaj je skupno managerjem in etiki? Gradivo za strokovno srečanje Management zdravstvene nege v luči etike, 27. in 28. februarja, 2008, Ljubljana, Društvo medicinskih sester, babic in zdravstvenih tehnikov Ljubljana.

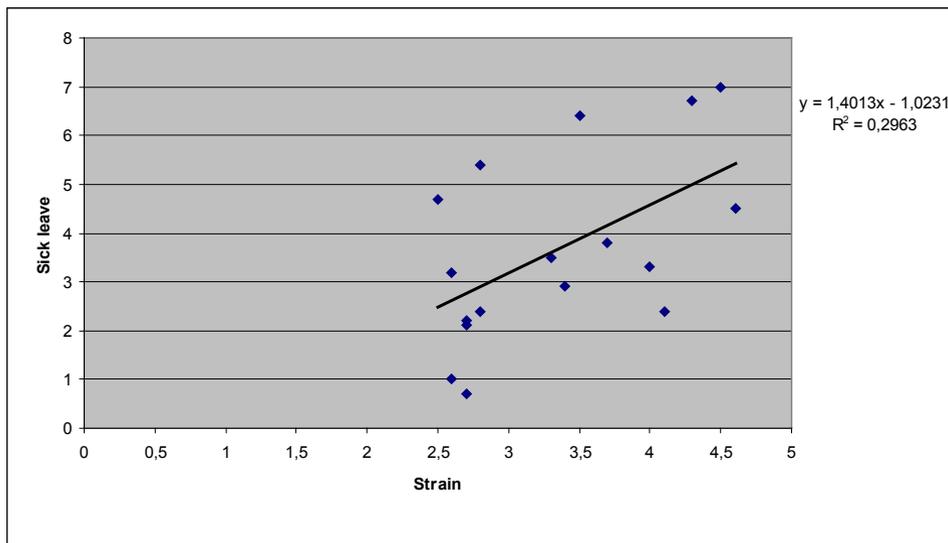
17 Rozman, R. 2010. Študij managementa (ravnateljvanja) nasploh in s poudarkom na bolonjski reformi. Izzivi managementu. Management Challenges. 2, 2, 36-40.

4. OPTIMIZATION PROCESS MODEL IN NURSING CARE

The model was developed and tested at a clinic in Slovenia. In this case, it was found that it is possible to use optimization models in the deployment of nursing care staff. This has also been proven with the use of a linear programme based on Belbin test metrics. An optimization model for job rotation in day-and-night services in the public sector has been developed that is also applicable to other nursing care areas and to public services in general. It represents a good start and contributes to the development of managerial practices focused on providing suitable work environment and conditions, stimulating good work-related interpersonal relations between management and staff, and considering the health and satisfaction of the employees. This actually reflects the fundamental quality of the developing approaches to staff deployment. Although job rotation model in nursing care stems from a general rotation model in public services, it has been supplemented with the specific characteristics of nursing care staff established by the Belbin test.

The model for optimizing nursing care organization in psychiatric institutions enables us to compose teams in a way that will meet the requirements of the work process in any given situation, thus yielding quality for patients, employees and institutions (lower time consumption for preparing work schedules and performing supervision, reduced number of everyday interventions by managers, etc).

Figure 1: *Correlation between employee workload and sick leaves in departments with non-extreme sick leaves*



Source¹⁸

Figure 1 shows a moderate correlation (correl = 0.54) between the assessment of employee workload and sick leaves in departments with non-extreme sick leaves. Sick leave rates are correlated with work difficulty; it was found that difficult departments are characterized by higher sick leave rates. This finding has resulted in the implementation of the rotation model.

4.1. Rotation model for nursing staff in the field of psychiatry - optimization model

The optimization of work processes is a procedure with which the manager has to choose such team composition that, within the given limitations and possibilities, the expected nursing care will be provided at the opti-

18 Peterka N., J. 2014. Optimizacija organizacije zdravstvene nege v psihiatričnih zavodih. Doktorska disertacija. Univerza v Ljubljani, Fakulteta za upravo.

mal level. The solving of this problem comprises both qualitative and quantitative analyses. The first is usually based on the manager's experience and assessment of the problematic situation, and the second on various mathematical and statistical techniques. In our case as well, data from the Belbin test were taken into account, as well as data from surveys on employee attitudes towards job rotation, including the general conditions for organizing nursing care to ensure compliance with the prescribed quality standards. The goal of optimization is therefore to achieve optimal team composition as measured by Belbin test metrics, i.e. the maximum score for all teams and for employee satisfaction.

4.2. Model of optimal team composition

The criterion of optimization is the achievement of the maximum score in the Belbin test taking into account employee attitudes towards rotation and limited work conditions in the field of psychiatry¹⁹.

An i -th employee ($i=1,2,\dots,I$) is assigned to the j -th role ($j=1,2,\dots,J$) in the k -th team ($k=1,2,\dots,K$), so that the criterial function of Belbin values would reach the highest possible value:

$$\sum_{i=1}^I \sum_{j=1}^J \sum_{k=1}^K a_j x_{ijk} = \max_j$$

Where:

$j=1$ – team leaders,

$j=2$ – leader's assistants,

$j=3$ – team workers

The criterial function coefficients are determined on the basis of selected Belbin test values:

- a_{ij} – candidate's score i for role j in the team ($i=1,2,\dots, I$; $j=1,2,\dots,8$) according to the Belbin test
- x_{ijk} – value of the variable $[0,1]$ of candidate i for role j in team k ($i=1,2,\dots, I$; $j=1,2,\dots,8$, $k=1,2,\dots,k$)

The conditions for occupying individual roles in nursing care teams are written so as to fill the teams with the lowest permissible number of places.

Conditions:

- Y_k number of k -type teams ($j=1,2,\dots,8$, $k=1,2,\dots,k$),
- b_{jk} lowest number of j -type roles in a k -type team ($j=1,2,\dots,8$, $k=1,2,\dots,k$),

$$\sum_i x_{ijk} - b_{jk} y_k = 0$$

- S - Upper limit of all employees assigned to teams for the stated period:

$$\sum \sum \sum x_{ijk} \leq S$$

- Condition for single employee assignments (i.e. each employee can only be assigned to one place over a certain period):

$$\sum_{j=1}^8 x_j \leq 1$$

Number of team members performing a certain j role (sum of all employees assigned to j -roles in k -type teams):

$$\sum_k \sum_{i=1} x_{ijk} = b_j^o$$

b_j^o - limit for the number of j -type roles in all teams

Conditions for the above limits and non-negativity of the solution:

$$X_{ijk} > 0$$

and

$$Y_{k(\max)} > y_k > 0$$

- $Y_{k(\max)}$ k -type teams, limit.

This model was tested using real data. Data were collected on 29 employees working in nursing care teams at the Ljubljana University Psychiatry Hospital. For designing work schedules, at least 25 employees were needed for normal functioning of four (2 closed and 2 open) wards. It was planned to use employees of the VIIth educational level for the roles of team leaders and their deputies, and for this 6 employees were needed; the remaining ones were assigned to other team roles. All employees having the Vth educational level were assigned to the free positions of medical technicians. The size of the test form of the model was as follows: over 60 variables and almost 30 conditions.

For the criterial function coefficients a_{ij} , the average results of tested employees having the VIIth educational level were used for the “chairman” role in the team, and employees having the Vth educational level were used for the roles of “company worker, team worker, or monitor-evaluator”.

The processes for optimizing the allocation of staff time consist of ten modules which represent several activity management features to optimize work processes. The content description of each module can be developed based on research findings and the associated knowledge from the fields of organization, personnel capabilities, rules on resource constraints, and methodology of optimization of employee time schedules.

4.3. The activities which are part of the optimization process can be listed as follows:

Module 1: Determination of the optimization framework

Decision-making about the time period and organizational units to be included in the optimization, determination of optimization conditions, and the criteria for and list of employees included in the optimization model.

Module 2: Definition of human resource capacities

Assessment of employee data (i.e. their attitudes towards rotation) acquired by means of a survey on staff rotation and HR capacities, done using Belbin test.

Module 3: Definition of quality conditions

Provision of data on the optimization criteria (quality indicators, content-related conditions).

Module 4: Definition of human resource limitations

Provision of data on the work organization in individual departments and sectors.

Module 5: Designing of the model and optimization of staff schedules

Harmonization of the conditions from the employee viewpoint and the organizational viewpoint, followed by the calculation of optimal solutions.

Module 6: Analysis of the feasibility of solutions

Critical analysis of the results and of the rotation plan's feasibility.

Module 7: Analysis of the reasons for infeasibility of solutions

Identification of the reasons for unfeasible solutions.

Module 8: Changing of the optimization conditions

Implementation of harmonization procedures and supplementing of optimization conditions.

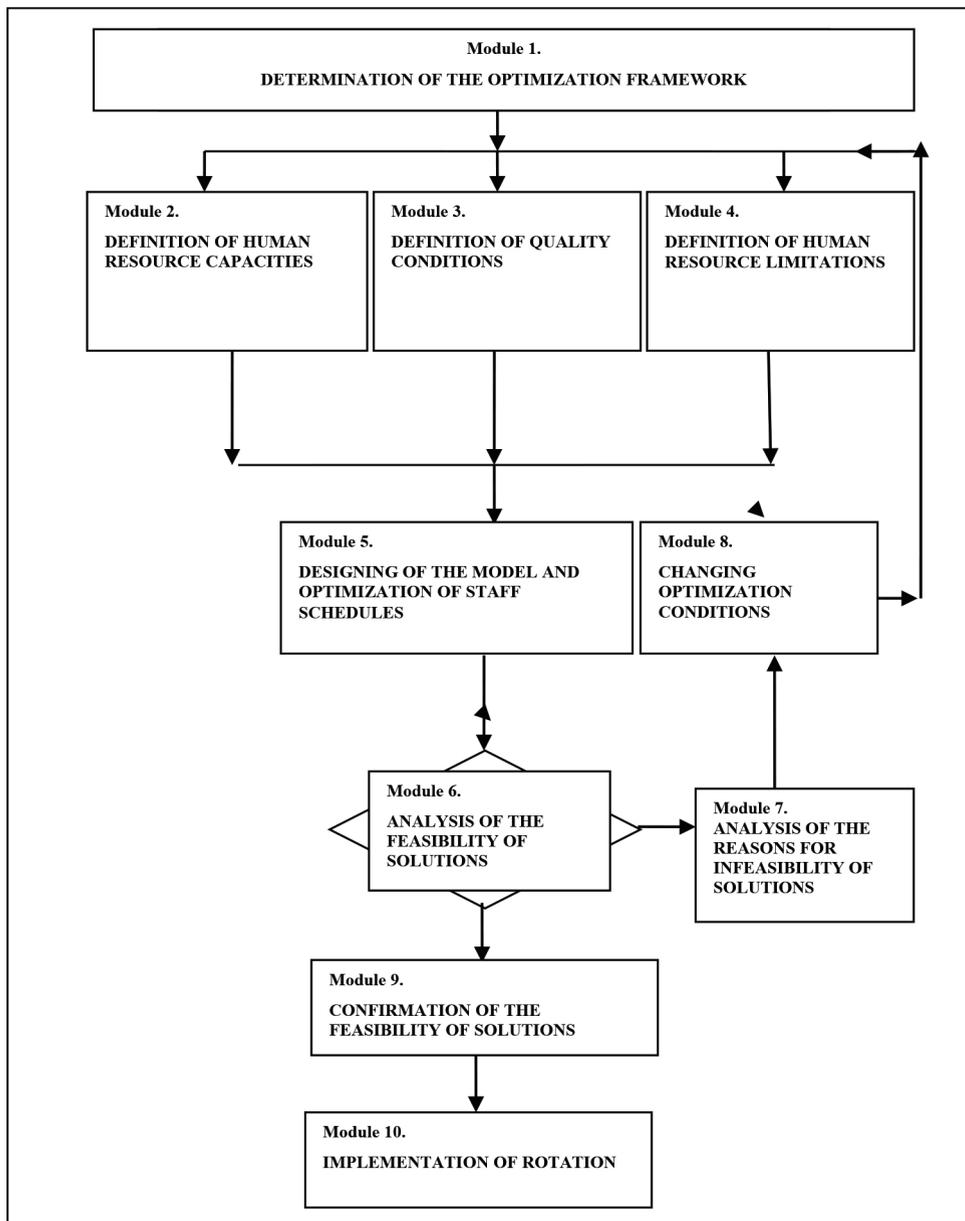
Module 9: Confirmation of the feasibility of solutions

Confirmation of acceptable solutions.

Module 10: Implementation of rotation

Completion of optimization and implementation of staff rotation.

Figure 2: Model of implementation optimization teams



Source²⁰

5. CONCLUSION

The optimization model is comprised of a number of methods and analyses which are used by the nursing care management team within the scope of rotation. The key factors, which should not be overlooked, are as follows: each nursing care employee has his/her own capabilities which need to be (measured and) taken into account when designing nursing care teams; optimization is performed over a long period, as it depends on the general attitude of employees towards rotation; rotation should serve as a corrective measure to improve the work atmosphere; rotation cannot be implemented without an appropriate methodology (based on how the staff feels) because this is an extremely complex problem with many variables and conditions, as has also been shown by the size of the described test model.

The presented research results confirm that the management of nursing care can lead to various optimization effects. Previous research has also proved the benefits of the search for and development of optimization models for staff rotation in healthcare teams. Our experiences from a Slovenian hospital have also confirmed this finding.

Reasonably and advisably, future research should address staff and management experience after the implementation of the job rotation model, as well as work-related satisfaction, stress and motivation in the most demanding environments. The contribution of managers empowered in this way as creators of adequate work environment has had beneficial effects on establishing and ensuring suitable work environments, employee satisfaction, and a decrease in sick leaves, the latter being a major problem in nursing care.

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Rezime:

Model optimizacije organizacije bolničarske službe u psihijatrijskim institucijama omogućuje da komponujemo timove na način koji će odgovoriti zahtevima procesa rada u svakoj datoj situaciji, na način koji znači kvalitet za pacijente, zaposlene i institucije (manje potrebnog vremena za pripreme radnje i za superviziju, smanjenje broja svakodnevnih intervencija menadžera, itd). Prikazani rotacioni model doprinosi optimizaciji kapaciteta ljudskih resursa u zdravstvu. U tom smislu, rotacioni model osoblja predstavlja dobar početak i doprinosi razvoju upravljačkih praksi koje će biti usmerene na obezbeđenje odgovarajućeg radnog okruženja i odgovarajućih uslova rada promovisući dobre odnose u radu između menadžera i zaposlenih, te obezbeđujući zdravlje zaposlenih i njihovu satisfakciju na radu. Zaposleni žele rotaciju kao instrument koji ujednačava radno opterećenje, kao i zahteve na radnom mestu. Ovo zaista odražava osnovni kvalitet razvoja pristupu praksi rasporeda osoblja. Sledeće oblasti čine optimizirajuće uslove: vrste timova koje je potrebno individualizovati prema veličini, broju radnih sati, itd; pozicije u pojedinim timovima koje su već zauzete ljudima koji su ostali u odeljenjima kao i na istim radnim mestima za vreme čitavog perioda koji se posmatra i koji nisu bili ponovo upućeni na druga mesta; broj ljudi u svakom pojedinačnom timu i njihova uloga (lider, pomoćnik, itd); lista imena odabranih zaposlenih u njihove sposobnosti koje su kalkulirane linearnim programom prema indikatoru Belbinovih timskih uloga. Projektni pristup optimizaciji timova je određen za bolesničku negu na osnovu napred spomenutih ključnih uslova. Proces optimizacije određivanja osoblja u timove sastoji se od deset osnovnih modela koji predstavljaju veći broj menadžerskih aktivnosti u procesu optimizacije radnih procesa.

Ključne reči: optimizacija, model rotacije zaposlenih, bolničarska služba, psihijatrija

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