

# The Actual Time Management of Nurses in Hebron Hospital

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## Abstract

Time is one of the important resources known to person. Ironically, person does not have any control over it. The idea of time management could therefore be explained within the framework of achieving a lot of success in the work place. The purpose of this study was to investigate the time management for nurses in Hebron hospitals. The study used a quantitative descriptive design and stratified random sampling approach to select 200 nurses working in Hebron district Hospitals in the West Bank. The data was collected through questionnaire, which consisted demographic variable, and 16 statements divided into four dimensions to examine the effectiveness of time management on nurses'. These dimensions are; time management (Analyzing time, follow-up, planning time, and time commitment), personal as (uses phone, fear from mistakes). The total number of responders was 200 nurses distributed among five hospitals in Hebron government and non-government hospitals in the West Bank. The governmental hospitals included: Alia Hospital, 70 nurses and Abu Al-Hassan hospital 20 nurses; while the non-governmental hospitals Included: Al Ahli Hospital 65 nurses, Al-Mizan hospital 25 nurses, and Red Crescent hospital 20 nurses. The study participants were; 53.0% males and 47.0% female with more than 54.1% of them were working in the 3 nongovernmental hospitals and 45.9% in the governmental hospitals. Regarding their work experience, more than 50.6% were educated at a bachelor degree in nursing, 37.4% diploma 8% with high diploma, and 4% with master degree. There is 21.5% have a work experience for more than 10 years, 48.1% work experience ranged from 5 to 10 years, 29.8% worked for less than 5 years and 21.5% for more than 10 years. It was noted that most of nurses are young with 44.8% with an age less than 30 years, followed by 43% with an age ranged 30 to 39 years and 12.2% were for 39 years and older group. There was no significant correlation between gender, academic degree, experience or qualification of participants and time management with  $\alpha \leq 0.05$ . And recommended Clarification the time importance as priceless source which is considered the prime confrontation toward any administration.

## 1. Introduction

Time management is the act or process of exercising conscious control over the amount of time spent on specific activities, and increase performance (Hassanzabeh, el, 2007). Time management aided by a range of skills, tools, and techniques used to manage time when accomplishing specific tasks, projects and goals. This process encompasses a wide scope of activities, and these include planning, setting goals, delegation, analysis of time spent, monitoring, organizing, scheduling, and prioritizing. Initially, time management referred to just business or work activities, but eventually the term broadened to include personal activities as well Adams,( 1997).

Pearce (2007) good time management for nurses can help them become more efficiency, more creative, can save money, improve patient health, and avoid working hours without benefit, time management can increase the chances of success in work.

Nurses make 60% of the health services offered to patients within the Palestinian health care system. And nurses are 33% of all ministry of health employee (MOH, report 2012). Nurses shortage is noticed by health professional, and according to UNRWA own estimates, there are 29 nurses per 100,000 refugee inhabitants (UNRWA Annual Health Report 2004), which is considered to be one of the lowest nursing-ratio worldwide.

Hospitals are the main providers for healthcare services in the Hebron city; hospitals in general divided into two categories depending on the source of financing the hospital. They are: government, those are managed by the government services, and financed from MOH, the second category is nongovernmental hospitals which can be a private, or managed by public charitable or cooperative society.

Hebron is the largest city in the West Bank and have a population of around 641.000 (PBCS report, 2012). These people are the target centers of the service offered by the hospitals operating in Hebron. In Hebron, there are governmental and non government hospitals that operates at high capacity to meet the population demands. In congruence with minimal nurse patient ratio coupled with large demands and overloaded hospitals are all factors assumed to disrupt nurses' performance and their management for time.

Time management is an essential work element for all nurses, consequences related to ineffective time management such as deterioration in the quality of care, job dissatisfaction, stress and burnout, role overload, and role ambiguity are potentially serious, not only for nurses and nurse managers, but also their clients, colleagues, families and the entire organizations where they are employed, (Ahamd,2012).

Time Management is the method which used to organize our time, so each decision we make regarding that is useful, constructive and the most beneficial to our life's structures, (Hashemzadeh,2011).

Qtait, sayej (2014) study Factors affecting time management and nurses' performance in Hebron

Hospitals, this study examines the effective time management practice and its effect on nursing performance. And finding time management high on Hebron hospitals, and personal obstacles low, and administration obstacles high on Hebron hospitals. Time management and obstacles time management affect on nursing performance, on Hebron hospitals. And appear no difference between time management and demographic variables (gender, age, experience, qualification, hospital type).

Qtait, sayej (2016) Nursing performance not affect by demographic variable and nursing performance, on Hebron hospitals high. In addition, appear no difference between nursing performance and demographic variables (gender, age, experience, qualification, hospital type, and income).

Asfour (1991) studied the level of governmental agencies in the Saudi Arabia Kingdom how the manager use her time in government sectors, the most important obstacles time per week were as follows: Delays in the morning on official business (61.8) minutes, calls for special purposes (35.4) minutes, reading magazines related to work (49.4) minutes, tea and coffee (46.6) minutes, hospitals review (75.5) minutes.

Time management is important and affects any organization by planning and achieving its goals. Fitsimmons (2008) conducted a study entitled "Time management a planning tool for setting goals," the purpose of the study was to identify the quality of leadership to time management, the study has provided planning as an essential element of good time management, and then determined how to set goals in the planning process, which in turn covers the development of business goals and objectives of subordinates (Working). The study revealed that the development of career goals (professional) can be used effectively as a tool for planning time in order to help achieve the objectives of administrative units and of the organization as well, and staff can achieve business goals more efficiently and effectively.

According to European Journal of scientific research (2008), the following are principles for effective time management: Analyzing time use: Discover what is happening and what should be changed, follow-up of time, planning time: Make sure that activities land to the stated objectives, time commitment.

## **2. Subjects and Method**

**2.1 Aim of the study:** The study goal was to examine the actual of time management in Hebron hospitals.

**2.2 Objectives of the study:** To assess the actual of time management in Hebron hospitals. And effect of nurses demographic variables (qualification, experience, age, gender) on time management.

### **2.3 Research hypotheses:**

1. There are no significant differences at a level of ( $\alpha \leq 0.05$ ), between the means of time management effectiveness attributed to gender.
2. There are no significant differences at a level of ( $\alpha \leq 0.05$ ), between the means of time management effectiveness attributed to type of hospitals
3. There are no significant differences at a level of ( $\alpha \leq 0.05$ ), between the means of time management effectiveness attributed to qualification variables.
4. There are no significant differences at a level of ( $\alpha \leq 0.05$ ), between the means of time management effectiveness attributed to experience
5. There are no significant differences at a level of ( $\alpha \leq 0.05$ ), between the means of time management effectiveness attributed to age

**2.4 Study design:** This study utilized quantitative approach

#### **2.4.1 Study setting**

This study was conducted in the Hebron hospitals south of West Bank. These hospitals were; governmental (Hebron government hospitals - Alia, Abu Al-Hassan hospital), non-government hospitals (Al Ahli Hospital, Al-Mizan hospital and Red Crescent hospital).

#### **2.4.2 Study population and Sample approach**

The sample of the study consisted of (200) nurses with response rate 97% who were selected as a stratified Random sample from the whole population (665). To have a sufficient representative randomly selected sample, the researcher and the statistician agreed to target (30%) of the study population of all nurses in Hebron hospital and this was implied in each target hospital setting. (excluding those on leave). The population under study is by virtue divided into five strata and sample selection represented (30%) of nurses in Hebron hospitals making (181) nurses.

#### **2.4.3 Construction of data collection Instrument**

The questionnaires were constructed in Arabic language; questions were framed in a way that it was easy to understand using simple Arabic expressions. Difficult technical terms were avoided in the preparation of the questionnaire. the questionnaire was developed into two main sections covering; the demographic information (gender, type of hospital, qualification, years of experience, and age). There was 16 items. 16 items covered the most effective methods on time management in the workplace covered. The questionnaires items were arranged

into five points Lickert Scale format from strongly agree to strongly disagree. The responses were rated for strongly agree (5) points, for agree (4) points, for neutral (3) points, for disagree (2) points and for strongly disagree (1) point

#### 2.4.4 Validity and Reliability of the tool

The questionnaires taken from other studies Qtait, sumyia (2014). The Cronbach alpha reliability obtained for overall scale was (0.85 and it is good in all scales and satisfy the purpose of the study.

#### 2.5 Pilot Study

The pilot testing of the instrument was carried out on 15 nurses from the Al Ahli hospital,. The results indicated that alpha correlation coefficient was (0.85) for reliability of the questionnaire and the answers showed consistency in understanding the questions where no changes or modification is needed.

#### 2.6 Data analysis

After data collection, the compiled data was refined, entered and analyzed using the Statistical Package for Social Science program (computer soft ware SPSS V.22) for descriptive and inferential statistics. Frequencies were used to present the distribution of study variables. Means and standard deviation were computed for continuous numeric variables. An independent t- test and one-way ANOVA statistical test were also used, and Chi square . In this study, the researcher and statistician used Cronbach's Alpha, to measure the questionnaire reliability and to test the data collection instrument for reliability. Prior to analysis data were cleaned and questionnaires were coded. Complex comparisons involve contrasts of more than two means at a time. The researcher and statistician agreed on the following statistical analysis.

#### 2.7 Ethical consideration and accessibility

The title and research methods were approved by the Higher Studies Committee at the Faculty of Health Professions at Al-Quds University. Permission obtained to access the MOH hospitals when approval by the director of hospital services. While for Al-Ahli, Al-Mizan and Red Crescent hospitals, permission to conduct the study was granted from each hospital administration. The study participant were informed through a consent form (attached with the questionnaire), and received thorough explanation about purpose of the study, confidentiality and sponsorship was ensured. In addition, they were informed about his/her right to refuse or to withdraw at any time during the study through the informed consent attached with each questionnaire.

#### Result

The study participants were; 53.0% males and 47.0% female with more than 54.1% of them were working in the 3 nongovernmental hospitals and 45.9% in the governmental hospitals. Regarding their work experience, more than 50.6% were educated at a bachelor degree in nursing, 37.4% diploma 8% with high diploma, and 4% with master degree. There is 21.5% have a work experience for more than 10 years, 48.1% work experience ranged from 5 to 10 years, 29.8% worked for less than 5 years and 21.5% for more than 10 years. It was noted that most of nurses are young with 44.8% with an age less than 30 years, followed by 43% with an age ranged 30 to 39 years and 12.2% were for 39 years and older group.

Table 1 Frequency of socio-demographic

Variable	No	%	
Hospital	Government	102	51
	Non-Government	98	50
Gender	Male	96	48
	Female	104	52
Qualification	Less B.A	80	40
	B.A	91	45.5
	High Diploma	21	10.5
	Master and above	8	4
Experience	Less than 5 years	70	35
	5 – 10 years	85	42.5
	More than 10 years	50	25
Age	Less than 30 years	96	48
	30 – 39 years	84	42
	More than 39 years	20	10

#### Time management for nursing in Hebron hospitals

Time management among nurses was measured by sixteen items in questionnaire distributed over four categories as table (2); analysis of time, planning, follow-up and time commitment. Mean, standard deviation, and percentage

to measure nurses use of time.

The overall mean of the time management items was 3.47 indicating is high. Nurses analyses of time was measured with mean of 3.908 is indicating high, then the planning the second mean 3.4 on the third follow-up mean 3.4 the last time commitment mean 3.12 that's from sample all nurses 181. Generally the time management is high for nursing in Hebron hospital.

**Tables 2 below shows the result of the question**

Time management variables	Number of question	Mean	standard deviation	percent
Analyses of time	2	3.9081	.94941	78.2%
Planning	6	3.4272	.95651	68.5%
Follow-up	4	3.4175	.96219	68.4%
Time commitment	4	3.129	1.0910	62.6%
Total	16	3.4702	.98977	69.5%

### Hypotheses Analysis

#### 5.3.1 Hypothesis 1

There are no significant differences at a level of ( $\alpha \leq 0.05$ ), between the means of time management effectiveness attributed to gender.

We use Independent Sample T-Test in the variable of the gender because compares the means between two unrelated groups on the same continuous, and the table below shows the result of the test.

#### Table 3 Independent Sample T-Test For gender Variable

There are no statistically significant differences, in the significance level 0.05, of Effective time management for nurses/in the Hebron hospitals according to gender

	Gender	N	Mean	Std. Deviation	df	t	Sig value
	Time management in your workplace	Male	96	3.4434			
Female		85	3.3619	.53274			
Male		96	2.8458	.72072	199	2.363	.629
Female		85	2.6016	.66213			
Male		96	3.5358	.61002	199	1.749	.221
Female		85	3.3718	.65117			
Male		96	3.6170	.45879	199	1.474	.900
Female		85	3.5189	.43359			
Male		96	3.4308	.34097	199	2.536	.684
Female		85	3.3024	.33906			

#### \* Significance level 0.05

Since the total level of significance for the all section 0.684 is bigger than 0.05, so we accept the hypothesis and conclude that " There is no statistically significant differences ,in the significance level 0.05, of Effective time management for nurses/in the Hebron hospitals according to gender". So the hypothesis is accepted.

#### Hypothesis 2

There are no significant differences at a level of ( $\alpha \leq 0.05$ ), between the means of time management effectiveness on nurses performance attributed to hospitals type.

In order to study the truth of the hypotheses "There is no statistically significant differences ,in the significance level 0.05, of effective time management for nurses/in the Hebron hospitals according to type of hospital." We use Independent Sample T-Test in the variable of the type of hospital because compares the means between two unrelated groups on the same continuous and the table below shows the result of the test.

#### Table 4 Independent Sample T-Test For type of hospital

There are no statistically significant differences, at  $\alpha \leq 0.05$ , of effective time management for nurses/in the Hebron hospitals according to type of hospital.

The most effective methods in time management in your workplace	Type of hospital	N	Mean	Std. Deviation	df	t	Sig value			
	governmental	102	3.2225	.52866				199	3.229	.475
	Non governmental	98	3.5598	.50318						

#### \* significance level 0.05,

Since the total level of significance for the all section 0.198 is bigger than 0.05, so we accept the hypothesis and conclude that " There is no statistically significant differences ,in the significance level 0.05, of Effective time management for nurses/in the Hebron hospitals according to type of hospital.

#### 5.3.2 Result of the third Hypothesis:

**Hypothesis 3:** There are no significant differences at a level of ( $\alpha \leq 0.05$ ), between the means of time management effectiveness attributed to qualification.

In order to study the truth of the hypotheses "There is no statistically significant differences ,in the significance

level 0.05, of Effective time management for nurses/in the Hebron hospitals according to qualification.” We use one way ANOVA in the variable of the section the table below shows the result of the test. There is different between the means of these variables, and to test if these differences reach to significant value we used one way ANOVA test

**Table ( 5 )One way ANOVA Test effective time management for nurses/in the Hebron hospitals according to qualification**

The scale		Sum of Squares	df	Mean Square	F	Sig.
The most effective methods in time management in your workplace	Between Groups	.430	3	.143	.486	.692
	Within Groups	52.159	197	.295		
	Total	52.589	200			

*\*significance level 0.05,*

According to table Since the total level of significance for the all section 0.692 is bigger than 0.05, so we accept the hypothesis and conclude that " There is no statistically significant differences ,in the significance level 0.05, of Effective time management for nurses/in the Hebron hospitals according to qualification".

### 5.3.3 Result of the fourth Hypothesis:

**Hypothesis 4 :** There are no significant differences at a level of ( $\alpha \leq 0.05$ ), between the means of effectiveness time management attributed to experience.

In order to study the truth of the hypotheses “There is no statistically significant differences ,in the significance level 0.05, of effective time management for nurses/in the Hebron hospitals according to years of experience.” We use one way ANOVA in the variable of the qualification, below shows the result of the test.

**Table 6 One way ANOVA Test effective time management for nurses/in the Hebron hospitals according to years of experience.**

		Sum of Squares	df	Mean Square	F	Sig.
The most effective methods in time management in your workplace	Between Groups	.662	3	.331	1.131	.325
	Within Groups	51.770	197	.292		
	Total	52.432	200			

*\*significance level 0.05*

There is different between the means of this variables, and to test if these differences reach to significant value we use one way ANOVA test and the table bellows show the results. Table (6) one way ANOVA Test of the Effective time management for nurses/in the Hebron hospitals according to years of experience.

Since the total level of significance for the all section 0.325 is bigger than 0.05, so we accept the hypothesis and conclude that " There is no statistically significant differences ,in the significance level 0.05, of Effective time management for nurses/in the Hebron hospitals according to years of experience "

**Hypothesis 5:** There are no significant differences at a level of ( $\alpha \leq 0.05$ ), between the means of time management effectiveness attributed to age variables.

In order to study the truth of the hypotheses “There is no statistically significant differences ,in the significance level 0.05, of Effective time management for nurses/in the Hebron hospitals according to age.” We use one way ANOVA in the variable of the age the table below shows the result of the test.

Table below there is different between the means of this variables, and to test if these differences reach to significant value we use one way ANOVA test and the table bellows show the results.

**Table 7 One way ANOVA Test of the Effective time management for nurses/in the Hebron hospitals according to age.**

		Sum of Squares	df	Mean Square	F	Sig.
time management in your workplace	Between Groups	1.294	2	.647	2.245	.109
	Within Groups	51.295	198	.288		
	Total	52.589	200			

*\*significance level 0.05*

Since the total level of significance for the all section 0.109 is bigger than 0.05, so we accept the hypothesis and conclude that “ There are no statistically significant differences ,in the significance level 0.05, of Effective time management for nurses/in the Hebron hospitals according to age “

## Discussions of socio-demographic data

As aforementioned, the participant were 200 nurses distributed among five hospitals in Hebron in west bank. The study population was heterogeneous in terms of age, gender, years of experience and qualification, and type of hospital.

This paragraph presented demographic data that included; sex, age, education and work experience (please refer to table 5.1). The study participants were; 51.0% males and 52.0% female with more than 54.1% of them were working in the 3 nongovernmental hospitals and 49% in the governmental hospitals

Regarding their work experience; more than 50.6% were educated at a bachelor degree in nursing, 37.4% diploma, 8% with high diploma, and 4% with master degree,

There is 21.5% have a work experience for more than 10 years 50% work experience ranged from 5 to 10 years, 42.5% worked for less than 5 years and 35% for more than 10 years. It was noted that most of nurses are young with 48% with an age less than 30 years, followed by 42% with an age ranged 30 to 39 years and 10% were for 39 years and older group.

### 6.2.1 Time management in Hebron hospitals

Nurses typically have an extremely busy and complex job with multiple, competing demands and many patients for whom to care. They must be able to manage their time if they are to be effective. No day is ever the same in the field of nursing, and nurses must be prepared to handle emergencies and contingencies as they arise. Having a clear idea of the responsibilities and tasks ahead of them each day will help nurses immensely in successfully completing them. Time management in nursing is vital to getting all required tasks completed, managing patient caseloads and feeling less stressed. There are numerous tasks that nurses must complete in a typical shift, including checking several times on each of their patients, managing medication for patients, answering calls from patients, completing required paperwork and updating patient charts. The safety, health and security of patients depend on nurses being able to manage the numerous tasks assigned to them.

This subcategory consist of 16 items related to time management in Hebron hospitals planning, analysis of time, follow up and time commitment according to table (8)

Time management variables	Mean	standard deviation	percent
Analyses of time	3.9081	.94941	78.2%
Planning	3.4272	.95651	68.5%
Follow-up	3.4175	.96219	68.4%
Time commitment	3.129	1.0910	62.6%
Total	3.4702	.98977	69.5%

From this table the time variables, analyses of time the first 78% then planning, follow-up, and time commitment, time management experts say that setting goals that needs to be done accurately and clearly, one of the most important elements of effective and successful management of time as study alwazany (2006). and accept with the study of Bowers (2001) nursing organize our time on hospital most works is depended on time as medication, and accept with study of Qtait (2014)

The time variables are high (69.5%), which indicate nurses describe good skills for time analyses, planning, follow-up and commitment. From researcher opinion refer more than 60% of participant BA have studies management theory and to be aware of important of time, and more than 83% of participant are young and age less than 39 years it gives them motivation and strength to work and prove, and commitment. Oluchukwu (2003) use of personal time analysis which will show the various activities spend their time on; apart from the general schedule of activities for realizing the objectives, Good time management involves keeping a schedule of the tasks and activities important. Nursing work need to use time skills. Keeping a calendar, daily planner to be helpful to stay on the task, however, self-discipline is also required. Adejo, (2012), the key to successful time management is planning and protecting the planned time, which often involves re-conditioning your environment, and particularly the re-conditioning the expectation of others. Said (2012) planning and analyze of time with the proper implementation of the plans and positive disposition towards obstacles of time gives us a successful and effective management of time.

When asked about There is a training courses for nurses on the importance of time and ways to manage, result 45% describe low, from researcher opinion that the managers not interested time management and its importance to organization, according to Mackenzie (1954) developed a concept for a time management training, which is still being used, time management training programs are aimed at giving insight into time-consuming activities, changing time expenditure, and increasing workday efficiency by teaching people how to make planning, how to prioritize tasks, and how to handle unexpected tasks. Books, articles, and time management training programs that were initially developed for managers have been made available to everyone. Brigitte further (2007) found time management training enhance time management skills and influence the outcomes of job performance.

Nursing work long hours at least 7 hours for that need break time, according to Healthy working lives (2013) a right to an in-work rest break of at least 20 minutes if the working day is longer than six hours.

## Conclusion

This study examines the effective time management practice and its effect on nursing performance. And finding time management high on Hebron hospitals, and personal obstacles low, and administration obstacles high on Hebron hospitals. Hebron hospitals interest for time management (time analysis, time committed, time planning, Follow-up of time) the result high. No significant difference level 0.05, between the time management according to demographic variable.

## Recommendation

Clarification the time importance as priceless source, which is considered the prime confrontation toward any administration.

## Acknowledgement

The researchers are grateful to the nurses in the hospitals for the participation in this study, to the Ministry of health administration of Palestine, and to the AL-Quds University for help and support.

## Funding:

The authors declare they didn't receipt any financial support for the research.

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