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**A STUDY OF THE
TRAINED NURSE'S ASSOCIATION OF INDIA**

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A study of the Trained Nurses Association of India

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Scope of the study

SECTION - 1

1 A study of the Trained Nurses Association of India (TNAI)

Discussions were held with IIPA and secretary general of the TNAI on the various issues dealing with the nature, scope and functioning of the Association. The terms of reference and the scope of study was clarified as per letter written by the Secretary- general of the association, Ref: TNAI - Study / 1493 dated May 12, 1998, addressed to Director, IIPA, New Delhi. The scope of study is given below:

1. To identify the organization effectiveness of the TNAI and find out the ways to streamline the internal functioning (both at the top management, the Headquarters and the branches level), to move towards the actualization of these ideas and aspirations.
2. A thorough review of the policies and procedures at different levels, which the Association can adopt, to improve its finances, consistent with its philosophy and objectives.
3. Measures to broaden the reach of the Association to as large a number of nurses as possible as a stronger representation of the vast numbers of the members of the profession would mean its greater effectiveness in meeting objectives of welfare of nurses in all respects.
4. To examine the State linkages of TNAI with central and State government and other NGOs and exploring ways and means to make the voice of the Association heard with greater effect and strengthening its role in decision making with regards to nurses and the nursing profession.
5. Studying the various reports of the committees and commissions of the Government or other bodies (including internal surveys and reports of TNAI) with regard to the nursing profession and the Association.
6. Any other aspect that may be found desirable after a preliminary study of the available literature by the team of researchers.
7. To examine the functioning of the branches of Association and for this purpose, A few branches can be chosen for the case studies keeping in view the differing natures and problem of the various branches.

The study deals with TNAI functioning in total perspective. Its aim is to improve overall association structure and expand its activities and functioning. It will suggest ways to streamline internal functioning and enlarge the reach of the organization.

Overview

The literature provided by TNAI highlights certain limitations in the effective working of the association at headquarter and branch level. These issues will be the main focus while suggesting organizational improvement for TNAI to meet its objectives.

- Absence of database at the Headquarter and regional branch level.
- Members are not able to access information from their branches.
- Requirement of monitoring and control of various level of functioning of TNAI.
- Requirement of understanding various function of TNAI, which will benefit the members. Interface with the other services and reduction in response time for various categories of services.
- Development of performance indicators for effective functioning of TNAI with transparency and visibility in the system for corrective action having in-built diagnostic mechanism in the system.
- Devising systems for management intervention at different levels of working that is at headquarters and at branch level.

A questionnaire was designed to cover following aspects of TNAI working:

- TNAI financial position concerning membership/expenditure and various measures for generating revenue. For example through advertisements, donations, increase in membership, charging for the services rendered, grants/aids or any other source.
- Effectiveness of the TNAI organization both at head quarter and branch level. Formal and informal communication channels, scope and efficacy of the meetings, effectiveness of circulars, publication of journals and TNAI response time to its members.
- Grievances of the members, their nature and time taken for redressal.
- Nature and effectiveness of liaison with other national and international bodies.
- Up-gradation of skills of members through training, seminars, conferences, and continuing education programs.
- Deputation of members for assignment on national and international seminars, training, scholarships and jobs.
- TNAI participation in national calamities, disasters and welfare programs, including HIV/Aids project.
- TNAI involvement in improving the working conditions of nurses including their salary, allowances and quality of work life.
- Administration of welfare fund and provision of monetary help to out of job members.
- Examining the co-competency as well as the limitation in the working of TNAI.
- Various opportunities available for TNAI.

2 Analysis of the responses to the questionnaire.

The questionnaire was administered to senior members of TNAI working committee. There were total twenty questions, out of which twelve questions were on five-point scale. A score of one being the most favorable response depicting availability of service is adequate. Response of five means the service is inadequate. The remaining twelve questions dealt with the qualitative aspects of TNAI functioning. The response of the twelve questions on the five point scale are summarized below:

Response percentage	Adequate	Just adequate	Inadequate
1. Collection of funds by TNAI:			
Collection through membership:	60	23	17
Collection for the services rendered:	65	30	5
Collection through Grants/Aids:	35	60	5
Collection through Advertisement, Journal etc:	54	16	30
2. Organization's effectiveness:			
Top Management level:	70	18	12
Headquarter Level:	90	5	5
Branch Level:	45	28	37
3. Communication effectiveness:			
TNAI Information System:	84	16	-
TNAI resp. to members for their queries problem:	84	10	6
TNAI circulars:	84	16	-
4. Redressal of problems faced by TNAI members:			
Attention paid to the grievances:	65	25	10
Time taken for grievance redressal:	55	10	35
5. Nature and effectiveness of Liaison with national and international bodies:			
Liaison with Central Government:	95	-	5
Interaction with State Govt. and Local bodies:	45	45	10
Interaction with international organization:	80	10	10
6. Up-gradation of skills of TNAI members through training, seminars, conferences and other continuing education programs:			
Deptn./reprstn. of TNAI members for the above:	45	30	25
TNAI help in acquiring higher profsnl.qlfn.	45	30	25
7. Deputation of Members for various assignments:			
Deputation on training:	45	40	15
Deputation on Scholarships:	52	24	24
Deputation for jobs:	30	24	46
8. Participation of TNAI members in calamities and disaster situation:			
TNAI organization approach to such problem:	75	10	15
TNAI cordn., Cen./Local/NGOs & aid agencies:	75	10	15
9. TNAI participation in socio-economic welfare programs:			

Participation in health family welfare program:	64	18	18
Participation in HIV/AIDS projects:	75	10	15
Participation in projects sponsored by WHO and other international bodies:	85	-	15
10. Pay scales and working conditions of TNAI members:			
TNAI help in improving Quality of Work Life:	52	30	18
TNAI help in improving pay structure of members:	40	15	45
11. TNAI role as trustee of scholarships and their disbursement:			
Selection of members for scholarships:	60	35	5
Number, term and value of scholarships:	45	40	15
12. Establishment of welfare fund for TNAI members:			
TNAI help in reemployment of members:	35	40	25
Monetary support to out of job TNAI members:	35	30	35

There were total 17 responses, the earlier part of the question dealt with questions relating to TNAI functioning on a 5-point scale. The response marked as one on the scale meant the service provided by the TNAI is adequate. While a response of five of the scale meant it is inadequate.

The second portion of the questionnaire dealt with qualitative aspects regarding functioning and expanding the scope of TNAI activities. There were a total of 8 questions, which were given to the respondents for their opinion. The opinion of the respondents are summarized below:

1. The TNAI object of upholding dignity and honour of nursing profession can be fulfilled by following actions:
The respondents felt that there is a necessity to organize continuing education programs/workshops/seminars to foster its effective functioning. The TNAI should intervene at the time of need particularly in providing help to meet calamities and disaster situation. It should support and provide physical and financial help to its members. TNAI can help in creating a good image for nurses. They should also register their displeasure whenever a nurse or nursing profession is shown in bad light by media, TV or film. The TNAI should establish liaison with Center and State Government, NGOs and other national and international bodies concerning provision of health and care in general and nursing profession in particular. TNAI can also put an effort for improving the image of nurses through journals and publishing of books. They may also incorporate image-building articles in the yearbook and should also encourage participation in conferences programs and workshops. TNAI should establish link with Center and State for solving nurses professional problems. The government should also be approached for betterment of nursing profession and for help for their representation on national, international and other administrative bodies.

2. On the question of how TNAI is helping in promoting high standard of health care and nursing practice, the members felt that this activity can best be put across, by writing books and providing guidelines to the State, for organizing educational and continuing education programs. TNAI should help in improving the quality of work-life of the nurses through State involvement and help from the Government and co-ordination with local bodies. This should include improvement in pay, allowances and other working conditions of the nurses. There is a need to boost morals of nurses and to motivate them so that they are able to provide better standards of nursing care. The knowledge of the nurses can be upgraded through training workshop and continuing education programs. They should also be encouraged to learn from each other through interaction. The training programs should be arranged to cater for in-service training as well as exchange programs with national and international bodies. The nurses should be encouraged to visit various institutions to learn proper nursing care and understand the practices followed there. Public awareness can be created through publication of articles in monthly journals, participation in various family health care programs, participation in projects sponsored by international agencies, and by continuing workshops at headquarters and at branches. Specific books on nursing procedures and standard practices can be published. For these activities, the grants received from the Central Government can be utilized.

3. On the question of providing help in advancement of professional, economic and general welfare of nurses, the respondents felt that an awareness can be created through writing of books, continuing education, workshops, and orientation of students of various institutions and also representation to the government about the pay scales and other concerns of nurses and nursing profession. The TNAI can institutionalize availability of scholarships to members for studies in India and abroad. There should be provision of scholarship to undergo training outside the country. TNAI can help in providing facilities and help to its members for improvement in the quality of life and for the deputation to continuing education programs. There is a need to raise funds for supporting members in need and for providing monetary support to out of job members. An effort is required to improve general welfare of nurses and their image in the society. It will also include improvement in the economic condition of nurses. TNAI should approach the government for sponsoring scholarships and provision of pay and allowances commensurate with the best practices followed in India and abroad. In this the constant dialogue with the government and policy-making bodies is to be established by TNAI headquarters. Standards of nursing profession co-ordination with the institutions and nursing colleges and other institutions should be established. The practicing nurses should be encouraged to take higher education. They should also be provided with scholarship for training in modern nursing practices. TNAI may also conduct seminars and workshops for creating awareness about nursing profession. They should also approach to national and international funding agencies and should ask for grant-in-aid for various professional activities. One of the respondents felt that, there is a need to improve TNAI guest room facility.
The respondents when asked to give their opinion as how to raise funds and other resources for TNAI. They opined in the following manner:

Increase in the life membership, collection of donations, marketing effort to get more advancement and voluntary donations from members, from philanthropist and foreign employed members.

The recruitment agency should be encouraged to look for TNAI members for employment. TNAI may conduct study programs and other skill up-gradation programs for a fee. TNAI may publish books written by members. They may collect donations at the time of organization of rallies, local fares and other social gatherings. They may also look into arranging periodic culture programs, video shows, selling of raffle tickets and asking for donations from the trustees. They may also publicize various activities of nurses and nursing profession for accepting donations from the public.

6. The members were asked about the functioning of TNAI with a specific question about the pitfalls in TNAI functioning. They responded in the following manner:

TNAI is not able to address all the problems of members. This has happened because TNAI has no authority and responsibility so its role is only of a recommending body, which really does not help either in improving the functioning or the image of TNAI. The service staff has not been offered with TNAI membership. TNAI lacks communication with the Center and State governments. They need to be more forceful in dealing with the government agencies. The TNAI offices are in need of Modernization, which are devoid of communication facilities. In the absence of full time officials at TNAI branches it is difficult for TNAI to pursue and coordinate their activities at headquarter and at branch level. There is a problem for implementing the resolution arrived at various workshops, meetings and conferences. Respondents also felt that the application of bylaws is inadequate. Resolutions passed during national conferences, require revolutionary methods to implement. There is a need to improve communication and co-ordination at the State branches level and with the headquarters. The recommendations of headquarters on various issues of nurses and nursing practices are not followed by the State.

7. The respondents when asked to list down core competencies of TNAI following were the responses:

Various programs coordinated and incorporated with other agencies. Organizing continuing education programs and workshop, fostering unity among nurses of the country and enrolment of student nurses all over the country. Providing personal care to nurses and provision of scholarships. Collaboration with, Indian Nursing Council, for controlling the educational programs and regular inspections of hostels and institutes. TNAI's involvement in trying to improve the status of nursing. TNAI is very friendly and kind to all nurses. TNAI is helping in providing guestroom facilities. Personal care of nurses, for their professional and educational welfare and other social and cultural needs. TNAI acts as a platform for coordinating the work of nurses, which facilitates professional growth of members. It tries to maintain liaison with Center and State level governments. Regular planning and execution of biennial/TNAI conferences where vital issues are discussed.

8. On the question of what are the various opportunities available to TNAI, the respondents felt that the members are involved in workshops, conferences, seminars, and in-service education programs. Through TNAI they can approach Central and State governments and

other NGOs. There is a contact established with various directorates and nursing Councils. TNAI helps in channeling the seat for various scholarships to the members from national and international donors and agencies. There are members available to participate in various seminars on knowledge sharing and continuing education. Other opportunities available to TNAI are providing railway concession to members, availability of information about foreign assignments, seminars, fellowship and institution of awards for eminent personalities in nursing profession. TNAI can avail the opportunities available for funds raising, problems solving, coordination of work with various agencies and opportunities of professional growth for the nurses.

TNAI may help members for representation on national and international bodies. They may also represent the interest of members on national and international forum.

3. Concerns of TNAI office bearers.

- After administering the questionnaire and analyzing them a discussion was held with the Secretary General, TNAI and other officials at TNAI headquarters. They had shown their concern about the functioning of the TNAI and gave the following as their prime area of concern. They recommended to include these problems for arriving at the recommendation for functioning of TNAI.
- There is problem in implementing TNAI objectives and meeting the obligation with proper functioning considering the organization structure available at the headquarter and at TNAI branches. The branch level staff often is handicapped for want of full time support staff in their functioning.
- There is a need for TNAI to specify norms about the nurses required to be attached to each Doctor.
- Like the specialization in the various disciplines of health administration, there is a need to propagate the concept of specialized nurses so that there is a requirement to impart programs to create specialized cadre of nurses.

The other issues raised in the meeting were;

- What kind technology should be pursued to increase office efficiency?
- What should be the staffing pattern at headquarters and at branch level?
- The role of student nurses and help provided to Quasi employed nurses.
- Problems to related TIERS education in nursing schools.
- Mushrooming of non-recognized nursing institution.
- TNAI's responsibility towards nurses employed by the private body.
- TNAI's role in fighting for the rights of all the nurses regarding the salary working hours etc.
- TNAI's role in the nursing education.
- TNAI's requirement to maintain databases about the statistics and other information for all categories of nurses.
- Reducing the expenditure in distributing the journal and other published material to the members.
- TNAI's effort in enlarging the membership base and how to market TNAI's functioning and their role in the nursing profession in order to attract more members.
- How to make nursing profession and functioning of TNAI more attractive for the members?

- Nurses role in community programs and other allied activities.
- For efficient functioning of TNAI sources and uses of funds.
- Deputation of nurses in disaster and natural calamity situation and also for other government and NGO projects.
- TNAI's role in grievance redressal of the nurses and pursuing the cause of nurses lawfully with the administrators, hospitals and government agencies.
- TNAI' help in the social upliftment of the nurses, their employment and their deputation to national and international employers/projects etc.
- How nurses can be made responsible towards the patients the way Doctors are known for their services?
- Status of nurses in the society for the services they render to the society and especially in all health related projects.
- Ways and means to expand TNAI activity in order to generate more revenue.
- How to make nursing profession and availability of nurses more clients oriented.
- TNAI's involvement in establishing a nursing institute for training and nursing education.

1. Findings of the Workshop

A workshop comprising TNAI office bearers representing the headquarters and branches was held on 13th May 2001. The workshop was designed to identify areas of immediate concern relating to TNAI; to bring out core issues affecting TNAI; and to develop action plan for improving the TNAI functioning. On the analysis of stakeholders, following were narrated as the principal stakeholders.

2. Implementers

The implementers who affect TNAI functioning are

- TNAI State branch, city and other units
- District and zonal units
- TNAI members, schools and colleges of nursing

3. Influencers

- Trade Unions at center and state levels
- International bodies
- Govt. of India/State Govt./Directorate of Health services
- Indian Nursing Council
- Non Govt. Organizations
- Govt. Policy in general, at Center and State level
- Social and Cultural Background
- Media/Politicians/Doctors/Public/Women's organization/health communities and agencies
- Education policy in the country
- Members

- Modern Technology

4. Partners

- Health team
- Community, social, spiritual and other related issues.
- INC/State Council/Unions /members/non-member
- Health and allied associations
- International agencies.
- Various sectors in nursing profession (Railway/ Defence/Corporate/Industry).
- Consumers
- Patients

5. Customers

- Nurses/student nurses/Patient's community
- School/college children
- Children at large
- Midwives/ANMs/health visitors

6. Education/Research

- INC activities participation
- In service education
- SNA
- Various research studies
- Research section of TNAI.
- National/international agencies/institutions
- Counselling and Consultancy services.
- Distance education.
- Participation in health projects
- Schools and colleges/universities

7. Regulators

- EC/Council/GB/Governing Council
- International Council of Nurses
- Commonwealth Nurses Federation
- Central Council of Health
- International Labour Organization
- Health Universities Examination Boards
- INC –State Councils, Central Govt. and State Govt.
- Association policy as regulators
- Nursing ethics

- TNAI constitution and byelaws
- Human rights

After the analysis of stakeholders, which is listed above, the following problems were also discussed by the workshop participants.

Problems related to TNAI organization.

- Poor organization setup, infrastructure, functional.
- Traditional relationship between doctors and nurses.
- Lack of separate directorate of nursing
- Lack of leadership in nursing
- Lack of initiative
- Lack of professional dignity.
- Lack of professional attitude.
- TNAI is not the representative body of nurses in the country

Problems related to raising resources.

- Shortage of funds.
- Lack of resources.
- Lack of membership

Problems related to working conditions, rules procedures and welfare measures

- Low placement of nurses in health setup
- Inconvenient working hours
- Autonomy.
- Long and irregular duty hours
- Non nursing jobs
- Stressful working
- Contribution not matching with expectations
- Misutilisation and underutilization of nurses
- Non-cooperation among health colleagues.
- No reservation of nurses in legislative bodies
- TNAI lacks coordination between nurses in different sectors. Redressal of difficulties faced in different sectors
- Lack of uniformity between government/private/other bodies employing nurses
- Lack of written nursing standards
- Inadequate regulatory nursing acts
- Non-involvement of nursing at planning policy decision-making stage.
- Bureaucratic approach of nursing leaders at State level
- Lack of promotional opportunity
- Poor working and living conditions of nurses.
- Poor salary and service condition
- Suppressive rules and regulations.
- Corruption/lack of manpower/unethical practices.

Problems related to training and education.

- Lack of continuing education to update practicing nurses
- Inadequate nursing education facilities.
- No separate budget for nursing education.
- Inadequate nursing education facilities.
- Indian nursing council act is not so powerful.
- Commercialization of nursing education.

Problems related to image.

- Lack of support from Govt/politicians/public/media
- Poor image of nurses in commercial movies
- Nurse's status affected by low women's status
- Poor acceptance of nursing profession in society
- Upper class society not opting for nursing profession
- Lack of knowledge about TNAI and nursing profession
- Lack of social image
- Lack of empowerment
- Lack of role models.
- Security problem being women

On the analysis of the problem a common consensus regarding the area of concerns emerged.

- Due to lack of membership TNAI is not able to represent issues concerning nurses and nursing profession effectively.
- Due to the absence of adequate structure at all levels, the status of nurses suffers and reflects poor image of profession.
- Due to inadequate resources TNAI is not able to increase its activity benefiting profession.
- Non-availability of voluntary membership affects association affecting grass-root levels for help and support.
- Due to lack of unity and willingness to unite under TNAI nurses are not able to represent themselves at higher level which also reflects in lack of political support and absence of nurses in the government decision making bodies.
- TNAI is not perceived as an organization, which can impart education for nurses and to others about nursing profession.
- TNAI lacks organization to offer direct services for the welfare of public thus depriving them from a sizable earning.
- Lack of statistical information on nurses' manpower.
- Inadequate or nil media support to highlight causes of nurses and the functioning of the association.

The problems were further analyzed which were causing poor nursing image due to,

2. lack of autonomy, authority and accountability, inadequate training and poor social status of nurses.

For improving nursing image concern was shown about the under-representation or misrepresentation of the causes of nurses in the policy-making bodies on national/state/institution level and absence of a Directorate at the Centre/State for the nurses. The poor image was also attributed to lack of budgetary allocation for nursing, the nursing education at the specialist nurses and at the under-graduate level is not streamlined. There are problems in acquiring continuing higher education. Inappropriate salaries, inadequate support by the Center and State bodies and lack of support by INC and State Councils are also considered causes for bad image of nurses.

7. Ambiguity of TNAI objectives and TNAI functioning

It was generally felt there is a lack of membership, inadequate resources and inadequate infrastructure resulting in inadequate capabilities. The nursing profession is held in low key with low professional status. There is a leadership crisis amongst the nurses due to inadequate/improper knowledge, skill and attitude, self-esteem and lack of role models.

Non-involvement of nurses in policymaking, planning and decision-making and lack of administration, political and legislative support. The above was perceived to be caused due to poor organizational structuring on national and state institution with no budget, no financial powers and no authority. A need was felt to have a nurse's practical Act as a regulatory mechanism for proper functioning of nursing profession.

8. Better prospects terms and conditions and status of nursing profession

This was meant to achieve through providing proper opportunities, functional autonomy and financial powers with a proper organizational structure at national, state and institutional level.

9. Proper University education to nurses for getting qualified nurses with leadership qualities. This issue was raised due to lack of avenues for University education and continuing education and specialization in various fields of study in nursing. This also results in missed opportunity and qualified nurses not available for service.

1. **TNAI documents referred.**

While arriving at the findings and drafting the final recommendation for effective functioning of TNAI following documents provided by TNAI were also scanned.

1. Proceedings First National Congress Nursing Research Society of India, 16-17 Sept., 1988.
2. Constitution Rules and Regulation & Bylaws Handbook of TNAI 1997.
3. Indian Nursing Yearbook.
4. TNAI Policy and Position statement.
5. Report on the working of the Head Office of TNAI .
6. TNAI Report Oct. 1998 – Aug. 1999.
7. TNAI material containing documents
 - Schematic Plan of TNAI growth 1985-89.
 - TNAI membership trends and the growth plan.
 - Second five-year growth plan of TNAI, 1990-94.
 - Third five-year growth plan of TNAI, 1995-99.
 - Membership targets up to 1995-97 and Financial targets (1992)
 - TNAI organizational structure, Headquarters, Affiliation.
 - Activities.
8. Report of the High Power Committee, Jan. 1989 on Nursing and Nursing Profession.
9. TNAI Annual reports 1997.

Recommendations.

TNAI Organization Structure and Technology Input for Modernization of TNAI Offices

- TNAI headquarters should have modern equipment in their lecture hall.
- The publishing division must be modernized with computers having Internet connection.
- TNAI should open a home page for their publicity on the Internet. This way they can increase the membership also, all their circulars and publications can be down loaded by hospitals, members, and branches and other bodies associated with nursing profession. This will save cost of disbursement.
- TNAI must connect the branches with headquarters and to facilitate proper interaction, these branches should have a permanent skeleton staff to establish liaison with headquarter and maintain database of member nurses, with facilities to offer nursing services.
- TNAI should have arrangements with all the institutes employing nurses for deduction of membership fee at source. They should also be able to get subscription and fee for other facilities through credit cards.
- TNAI maintain a database of Nurses with their specialties so that nurses can be deputed for employment/deputation from this pool.
- TNAI should aim and draw plans to enroll 100% qualified nurses under their hold. This will be possible only through TNAI involvement and help offering the services of the nurses from the pool of their members to the National and International institutions, bodies for employment and training.
- TNAI should have a cell to offer nursing services in all the community programs related to health, child and family welfare. They should expand their sphere of activity to cover disaster and natural calamities.
- TNAI should design packages for involvement of nurses in various programs voluntarily and also with a fee.
- All TNAI functions including the TNAI policy and position statement must be linked with the TNAI organization and the person concerned for implementation.
- TNAI and its branches must maintain a computerized register of nurses including the information about part-time availability of the member nurses due to family commitments
- TNAI home page on the Internet should have TNAI policy and position statement, constitution, rules, regulation and bylaws, membership forms and other information covering membership, list of TNAI publication and the procedure for its purchase; availability of trained nurses for deputation at national/international organizations, and for employment; information concerning institution, bodies for employment and training; the prevalent pay, allowances and other working conditions of nurses at various places; individual needs of Nurses concerning family matters their rights, privileges and their interaction in various programs of importance.
- TNAI should undertake efforts to raise the status of nurses and improving nursing image through participation in the programs aimed by various media channels.

Raising of TNAI Resources

- TNAI to overlook employment criteria and procedures followed for employment of nurses by the State and Central governments and private hospitals, voluntary organizations and their employment.
- TNAI to maintain a Roster of nurses at headquarter and branch level categorizing them with the employment potential of each of them. Their services can be offered to the employment agencies. TNAI should charge fee from the employer and also from the members for providing this service. This will help in expanding the membership base of TNAI and will open avenues for employment/deputation of Nurses in India and abroad.
- TNAI should conduct sponsored programs for hospitals, institutes at headquarters and other major health centers in the country for updating and upgrading knowledge of nursing and other paramedical staff. The training programs should also cover attitudinal motivation and other behavioral aspects.
- TNAI to open institute of nursing and offer fee based courses.
- TNAI can offer the services of their members in health programs, disaster and natural calamities and other individual and institutional needs. This way nurses can be offered full-time and part-time employment opportunities and will financially benefit both, the nurses and the TNAI
- Member nurses should be offered regular appointments for education, training and employment. These measures will boost the membership.
- Membership fee for the different category of nurses must be linked to the nature of employment and cost of living.
- TNAI role objective and functions along with the policy guidelines must be posted on the web and should be publicized.
- TNAI should also advertise at various education centers, hospitals and other places concerning nurses about the TNAI role in employment/deputation/training/education and other welfare measures to facilitate increase membership.
- TNAI membership to be made attractive in order to inculcate pride amongst Nurses by publicizing their role in the society.
- Through sustained campaign using TNAI members the public/community/hospitals/health centers must be educated to acquire TNAI services for their needs concerning nursing profession. By rendering this help TNAI should be able to earn sizeable revenue.

Rules Procedures, working conditions and Welfare Measures

- TNAI to prepare standards for employment for various categories of nurses. They should constitute committee to overlook education of nurses at various levels. Rules procedures and level of qualifications for registration by State and Central Nursing Councils.
- TNAI to prepare norms governing pay, allowances, working conditions and other welfare measures like family accommodation, hostels etc. on the hospital premises considering their odd duty hours.

- TNAI should establish norms for association of nurses with the doctors and specialties in the hospital in order to propagate the culture of specialist nurses.
- TNAI to institute a cell which should provide legal help to Nurses in the matters of dispute with hospitals, employers etc. The cell should help in enforcing a proper regulatory mechanism covering nurses' rights, their working conditions, and other matters related to nursing profession. The system instituted should be self-supporting that means funds generated by rendering this help to members must be utilized to maintain the structure.
- They should help in defining the responsibility and authority to staff nurses and Chief Nursing Officer.
- Each TNAI branch and headquarter must maintain a list of members with whom they should keep contact at regular interval to reiterate role of nurses in the society. The employer must be persuaded to depute working nurses to Headquarter and branch level in order to draw programs to support TNAI policy and position statement.
- TNAI to create forum of interaction amongst member nurses to create atmosphere of camaraderie through unity under the TNAI umbrella.
- TNAI to ensure involvement of Nurses in all policy making, planning and decisions concerning nursing profession.

Education and upgradation of skills and Knowledge.

- TNAI to establish Nursing institute of higher education to train Specialist Nurses, conduct research and organize developmental programs for nurses to upgrade their knowledge and to assist them learn using modern aids, tools technologies in line with the latest development in the field of health sciences.
- TNAI with the help of INC and other state council must establish norms for Nursing education in order to stop mushrooming of nursing institutions without proper facilities.
- TNAI must strengthen contacts with foreign institutes for deputation of nurses abroad.
- TNAI must organize bridge courses in order to maintain a pool of trained nurses for offering their services to foreign employers with acceptable qualifications.
- TNAI must depute nurses to other countries on the ongoing basis for training, research and other exchange programs.
- Each member must be provided training and reorientation towards the objectives, functions, policy and position statement of TNAI through their involvement in various programs.
- TNAI should be perceived as an institution of education, training and welfare of nurses.
- TNAI should start distant education and other training and skill up-gradation avenues for in-service nurses.

TNAI Image Building

- TNAI top management team must have conscious effort to interact with the media so that they are able to publicize the various TNAI activities concerning nursing and health profession. This way the organization will have a broader reach by sharing their objectives, functions, policies and their support to various community programs with the public.
- TNAI should approach through branch and headquarter level for government support in all their programs. They should also strive for their representation in Parliament and legislative councils through nomination of eminent nursing professionals.
- TNAI should publicize on the regular basis about the involvement of Nurses in the welfare of general public through health melas, participation in child and family welfare programs.
- National health system authorities must be approached to institute nursing cadre in the health system similar to prevalent in developed countries, which is also existing in armed forces.
- TNAI should help in raising a specialist cadre of nurses on the lines of specialization available for the doctors in the health system.
- Prominent nurses should also be identified along with the doctors for the services rendered.

SECTION -2

TNAI Organization Structure

The organization structure of TNAI is proposed in three phases. Phase-I depicts the current working, phase-II will be realized within three years and the TNAI has to come to its full potential in the phase-III. Accordingly, it is suggested that the head of TNAI, which is an appointed officer and, was designated as Secretary General earlier is to be re-designated as Executive Director or any other designation approved by the President, Vice-President and TNAI Governing Body Executive Committee. The Executive Director will be in the salary grade of Rs.10,000-325-15200 in the phase-I which should be upgraded with higher responsibility in the phase-II into the salary grade of Rs.12,000-375-16500 and finally it should be upgraded in phase-III to the level of the Director in the salary grade of Rs.14300-400-18300.

The Executive Director will initially be supported by;

- I. Joint Director (Establishment)
- II. Joint Director (Academic) and
- III. Joint Director (Information Technology).

These positions will be in the salary grade of Rs.7500-250-12000 in the phase-I, Rs.8000-275-13500 in the phase-II and Rs.10000-325-15200 in the phase-III.

Following is the organization structure for the three Joint Director.

A. Joint Director (Establishment)

The Establishment Section is divided into four distinct sections, namely, (i) Human Resource Management; (ii) Finance and Administration; (iii) Publications, Public Relations and Marketing and (iv) Legal Section. These sections can initially be headed by one single person in the phase-I which is bifurcated into two in the phase-II and finally to be headed at the level of Joint Directors in Phase-III. The Head of the Section will initially be posted in the salary grade of Rs.5500-175-9000 with a gradual promotion to the level of Rs.8000-275-13500.

In the full working, following will be the responsibilities under Joint Director (Establishment).

1. Dy. Director (HRD)

This section will enable:

- Determination of Salary, allowances and work load of Nurses and staff at TNAI Headquarter and branches
- Guidelines for quality of work life of Nurses
- Living and working conditions of nurses
- Deputations to various bodies including for calamities and disasters
- Management of scholarships
- Grievance redressal
- Implementation of policy and position statement
- Establishment of norms for nursing services, nursing practices like posting of nurses with a Doctor in the Wards etc.
- Implementation of welfare measures.

2. Dy. Director (Finance and Administration)

This section will handle budget, revenue, and expenditure. They will examine the need for Zero-base Budgeting and establish the sources and uses of funds.

- Financial Management.
- Administration of salary and allowances.
- Cash Management.
- Resource Management.
- Up-keep of guest rooms, holiday homes
- Administration of TNAI premises
- Arrangement for seminars/conferences and other logistics.
- Providing administrative support to branches.

3. Dy. Director (Publications, Public Relations and Marketing)

This section will handle the following:

- Publications
- Image building and cultural programmes
- Membership drive, publicity material
- Liaison with national, international bodies
- Publicity and public relations
- Offering services of member nurses to the Employer
- Keeping track of national/international events and opportunities available for TNAI members
- Sale of published material
- Selling of training programmes/conferences and other services offered by TNAI
- Dialogue with government and policy making bodies and TNAI representation on them

- Marketing of core competency of member nurses.

4. Dy. Director (Legal)

This section will broadly handle the following

- Liaison with the various unions
- Upholding standards of nursing and fighting for the cause of nurses
- Keeping track of latest legislations affecting nursing profession
- Overseeing the facilities, workload, norms etc. prevalent for Nurses in the government and private hospitals and other bodies employing Nurses
- Grievance handling
- Representation on behalf of TNAI in legal disputes and arbitration
- Counseling and legal representation on behalf of TNAI members
- Framing and handling of TNAI rules and regulations
- Representation on the regulatory bodies concerning nursing profession.

B. Joint Director (Academic)

Joint Director (Academic) will handle the following sections

- Membership
- Academic Support
- Education and Research
- Management of committees Governing Council/EC.

All the above functions will be merged into one, which will be sub-divided into the three sections in phase-II, and finally it will operate in four distinct sections headed by Dy. Directors. The Joint Director (Academic) will be re-designated as Principal, College of Nursing in the Phase-III with the appointment of faculty and staff depending upon the nature and type of courses planned. It is advised to prepare a separate feasibility report for this.

1. Dy. Director (Membership)

This section will handle various categories of members and their requirements.

- Various categories of membership at headquarters, and the branches
- Maintenance of interactive data base for keeping records of various categories of nurses and their membership status
- Establishment and Maintenance of Nursing Pool
- Devising ways and means to increase membership base.

2. Dy. Director (Academic Support)

This section will handle the following:

- Handling of all the examinations
- Issue of certification as TNAI certified nurses.
- Preparation of standards for nursing practices and establishment of bench-marks
- Establishment monitoring and control of performance indicators for nursing profession
- Development Programmes for continuing education for nurses
- Academic input in all the training programmes, conferences and seminars
- Curriculam development
- Skill up- gradation programmes
- Participation in exchange programmes

3. Dy. Director (Management of Committees)

This section will handle;

- Management of interest section
- Management of governing bodies, councils and executive committee
- Follow up of resolutions arrived by various committees/councils, conferences, seminars etc.
- Management of stake-holders like implementers, influencers, partners, customers, education, research and regulators

4. Dy. Director (Education and Research)

This section will handle;

- Research studies
- Consultancy assignments
- Preparation of course material and other study material for the regular courses of college of nursing and also for programmes/conferences/seminars/ workshops etc.
- Maintaining liaison with colleges, schools, Universities for education and research in nursing and health projects.
- Internationally recognized courses for nurses and issue of certification
- Deputation of Nurses to various national and international programmes for higher studies, Training and Research.

C. Joint Director (Information Technology)

This section in its full working will be the key section and will maintain liaison with all the departments of TNAI including the branches. Accordingly, its functions are

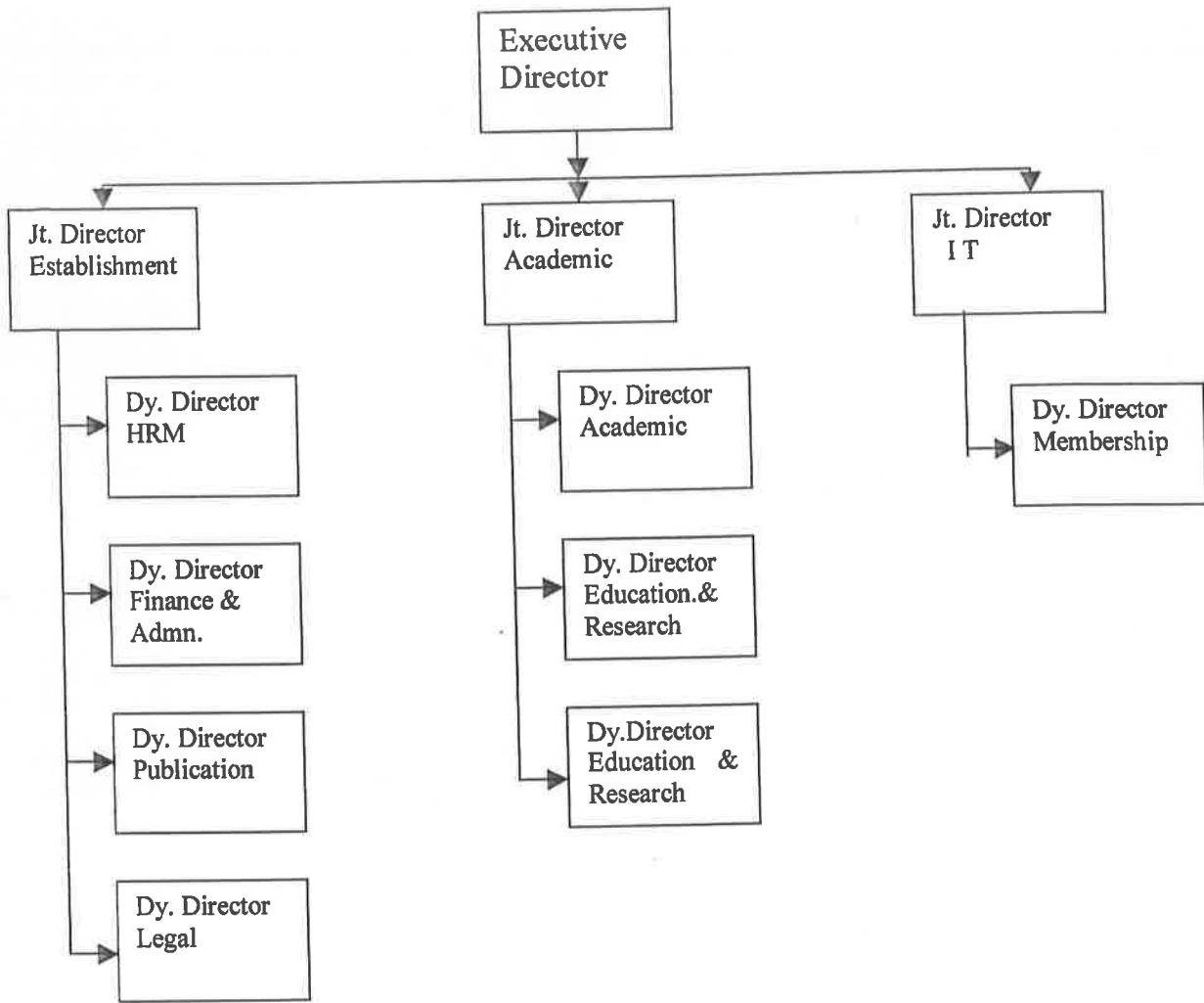
drafted for the present working which should be reviewed months.

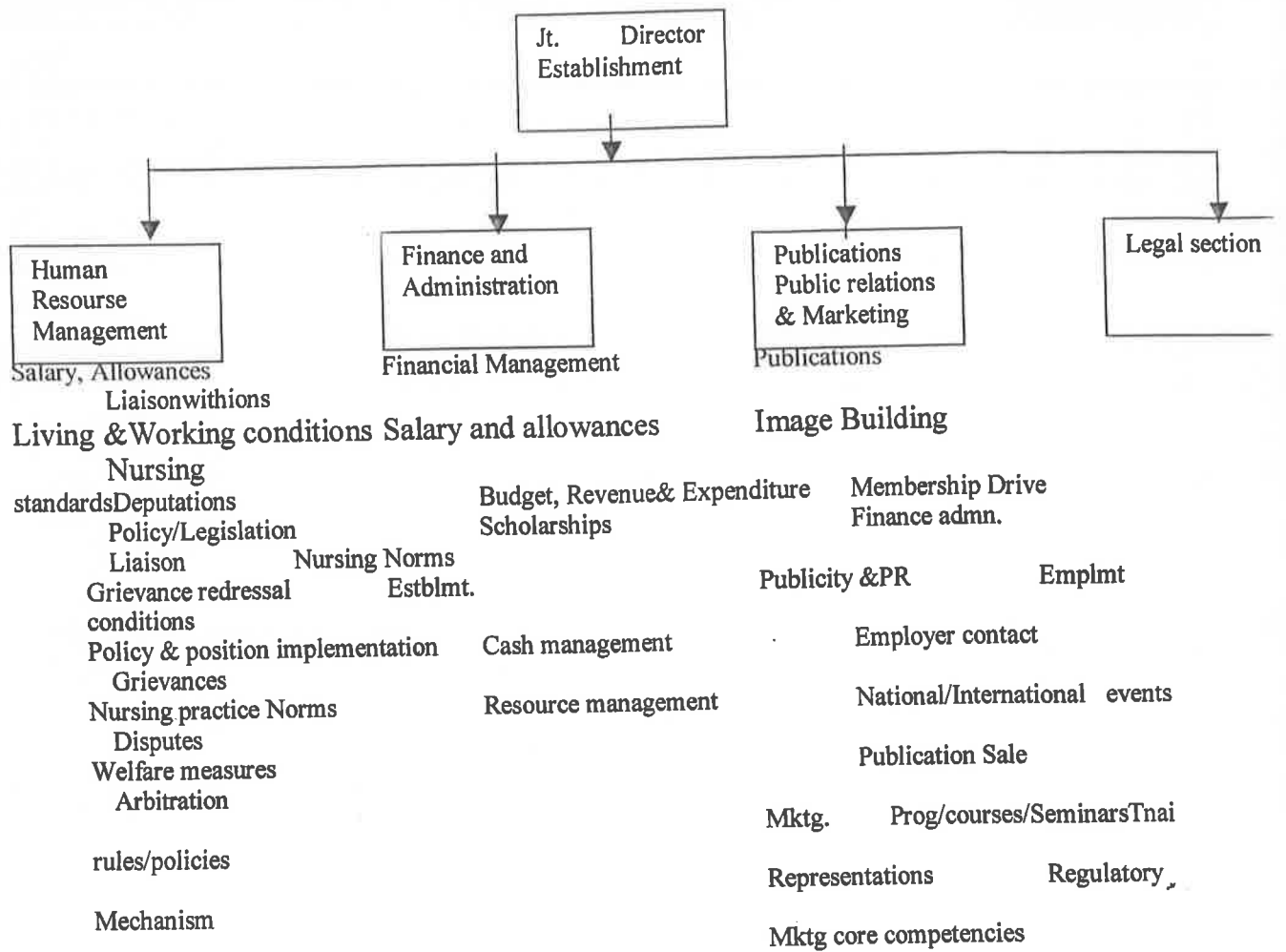
- Development and maintenance of information technology sections at headquarter and at branches
- Development and maintenance of interactive data base for the headquarter and at branches
- Networking the members, the branches and the headquarter with an IT network
- Development of Internet based applications
- Development of Web Page and a Portal to be accessed via internet by the members of public
- Maintaining of data for nurses' employment/deputation
- Conversion of all circulars/publications into digital form which can be downloaded by hospitals members and branches
- Posting of membership status and the bio-data of member nurses for their use
- Posting on the Web Nursing standards, regulations, service conditions and other material relevant to nursing profession
- Making available the complete information in digital form, about-TNAI, various publications, membership forms to all the Nurses in India and abroad.

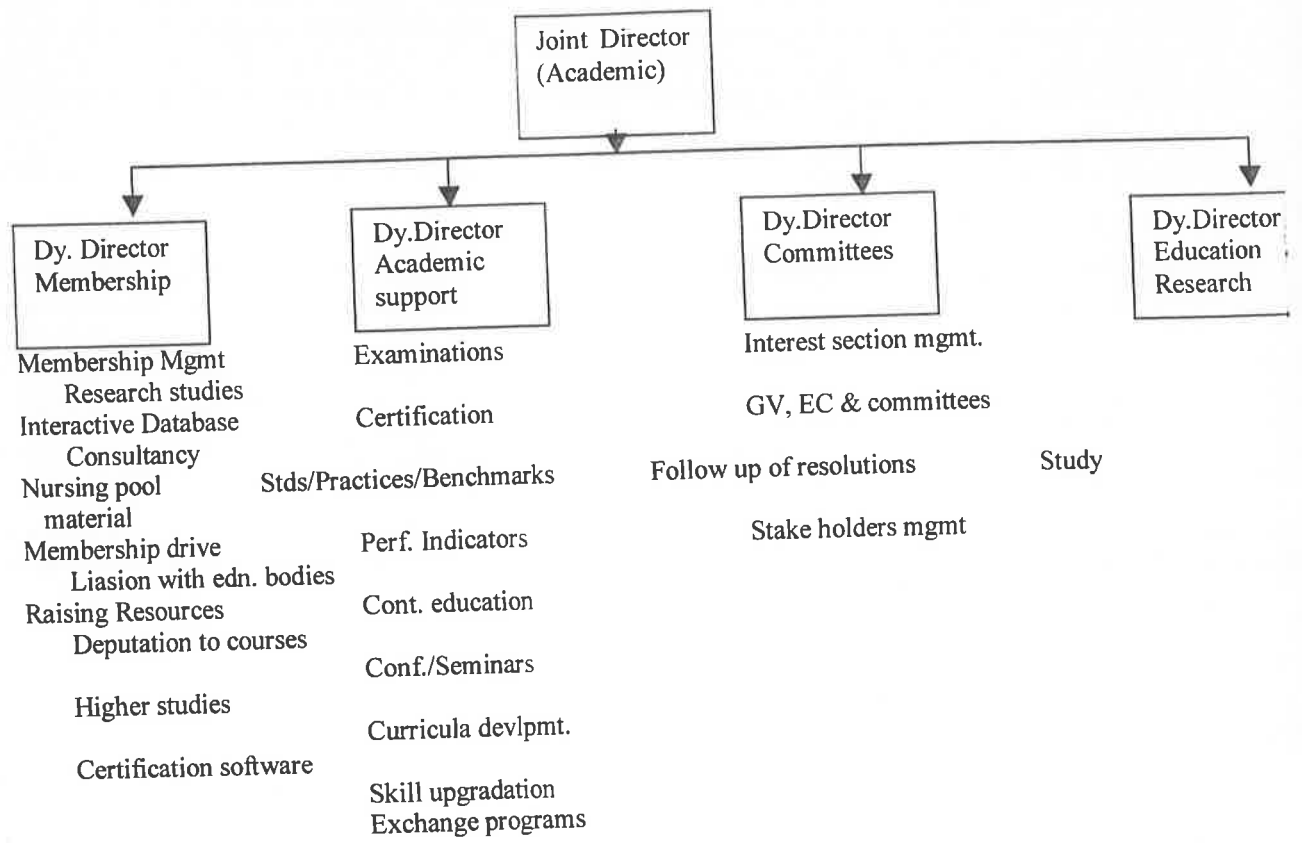
Staffing of TNAI Headquarter and Branches

Initially the head quarters is to be managed by a core group to be put in a common pool. The staff selected must have the basic knowledge of nursing profession. They should be computer literate. It looks appropriate to employ the persons from nursing and health profession having flare for office work and are computer literate. Fresh recruitment for staff positions can initially be made in the salary grade of 4000-100-10000. A career path of such employees should be drawn for periodic promotions with higher responsibilities. The staff should be provided with the opportunities to train themselves and acquire higher qualifications while in the job so that they can rise upto the position of Dy. Director in the salary grades of 5500-175-9000/8000-275-13500. This mechanism will keep the staff interested. As indicated above initially in phase I the staff is to be kept in a pool so that they are trained in all the disciplines of TNAI functioning. Gradually with the expansion of TNAI the staff should be earmarked for each function having job description in such a fashion so that the staff is kept fruitfully occupied.

With the opening of the college of nursing gradual built-up of faculty as Demonstrator/ Lecturer/ Reader and Professor must be appointed, depending upon the nature and type of academic activities, Research and consultancy are planned. Initial appointment of the officer level should be done keeping in view their absence from the activities of TNAI. The staff with proper qualifications must also be trained and encouraged to acquire higher qualifications. Staff eligible to be appointed in the college of nursing.

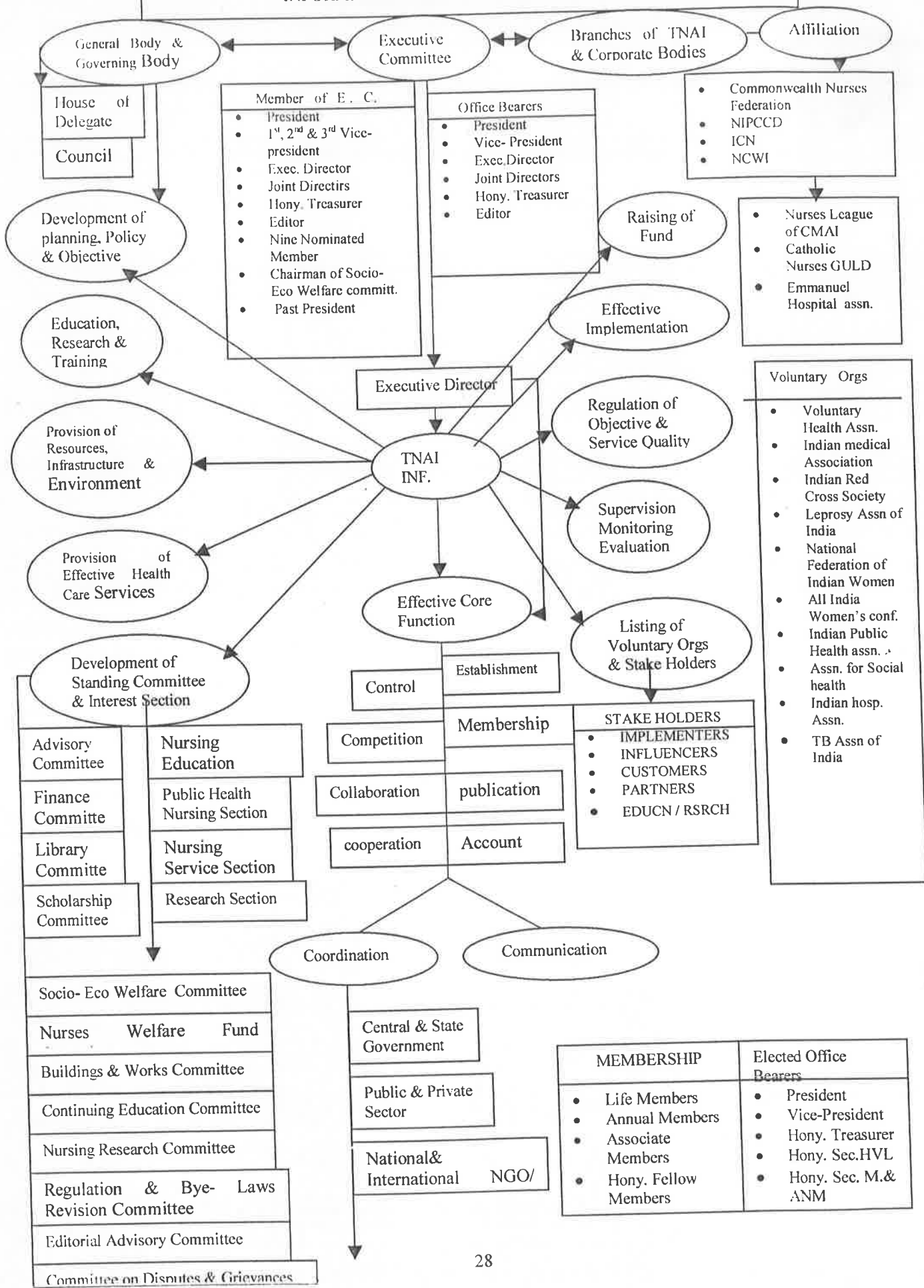






For highlighting the functions of Joint Director (Information Technology) A detailed Chart is given below. This chart can be utilized while designing a WEB page for TNAI functioning and can be utilized as a road map for entering into the specific functions of TNAI. For the sake of clarity in the following pages all the Functions of TNAI are given in summary form. These charts have to be updated with the expansion of TNAI and the establishment of college of nursing.

INFORMATION STRUCTURE OF TNAI



SECTION - 3

TNAI Functions as contained in the Information System Data Base

MANAGEMENT INFORMATION SYSTEM (MIS)

- Linking network connection between headquarters, State branches and district / Zonal Branches and to facilitate proper interaction and also maintain database of member nurses for offering nursing services.
- Maintaining Data of Nurses for employment/ deputation.
- Opening a home page for their publicity on the internet through which all circulars and publication can be down loaded by hospitals, members, and Branches and other bodies associated with nursing profession.
- Prepration of home page on internet at headquarters and branches level relating to policy and position statement, constitution, rules, regulation and bye-laws, membership forms and other informartion covering membership list of TNAI publication and the procedure for its purchase, availibility of trained nurses for deputation at national / international organisations, and for employment. Information concerning institution, bodies for employment and training, the prevalent pay, allowances and other working condintions of nurses at various places, individuals needs of nurses concerning family matters their rights, privileges and their interaction in various programmes of importance.
- Maintaining data concerning nurses profession, personnel and over all health care services and practices and also educational and health welfare programmes.
- Maintaining the data of different type of membership of nurses with category including employment/ student status.
- Maintaining the data in all matters concerning Student Nurses Association, Health Visitors' League and Midwives and Auxiliary Nurses Midwives Association.
- TNAI's objectives, functions, policy and guidelines must be posted on the web.

MEMBERSHIP

- Maintaining the register and keeping record relating to different type of membership nurses viz Life Members, Annual members, Associated members, affiliated members and Hony. Fellow members.
- Arrangement of payment through credit card for getting subscription and fee and other facilities.
- Offer of regular appointments for education, training and employment for member nurses.
- Membership fee for the different category of nurses must be linked to the nature of employment and cost of living.
- Special efforts should be made at each hospital, unit and individuals for contributing to the growth and development of the Association through increasing its membership.
- Active participation of nurses in professional activities.
- TNAI's membership to be made attractive in order to inculcate pride amongst nurses by publicizing their role in the society

PUBLICATION

- Publishing division must be modernized with computers having internet connection.
- Publicity through media channels by participating in the programs for increasing and improving the status of nurses.
- TNAI's objective, function, policy, guidelines, constitution, rules, regulation and bye-laws should be publicized through web.
- Advertisement at various education centers, hospitals and other places concerning nurses about the TNAI's role in employment/deputation/ training/ education and other welfare measures for increasing the membership.
- Through sustained campaign using TNAI members the public / community / hospitals / health centers must be educated to acquire TNAI services for nursing profession. By rendering this help TNAI should be able to earn sizeable revenue.
- Publicizing on the regular basis about the involvement of nurses in the welfare of general public through health melas, participation in child and family welfare programmes

EDUCATION / TRAINING

- Efforts to enroll 100% qualified nurses through TNAI involvement and offering the service of nurses for employment and training
- Conducting sponsored programmes in the hospitals, institutions at headquarters and other major health centers in the country.
- Conducting the training programme for behavioral aspects and covering the attitudinal and motivation aspects.
- Opportunities of higher education to prepare specialist nurses.
- Training facilities for private institutions, consultants and practitioners.
- Conduct research and organise development programme through seminars, workshop and conferences for updating knowledge, assist them learn, using modern aids, tools technologies in line with the latest development in the field of health sciences.
- TNAI with the help of INC and other state council must establish norms for nursing

- education in order to stop mushrooming of nursing institution without proper facilities.
- TNAI must strengthen contacts with foreign institutes for deputation of nurses abroad. TNAI must organise bridge courses in order to maintain a pool of trained nurses for offering their services to foreign employers with acceptable qualification.
 - Nurses deputed to other countries for training , research and other exchange programmes.
 - Each member nurse must be provided training and reorientation of TNAI's objective, policy, function and position statement through their involvement of various programmes.
 - Perceiving TNAI as an institution of education, training and welfare of nurses.
 - Need to start the distant education and other training and skill up-gradation avenues for in-service nurses.

FINANCE / ACCOUNT

- Fixing the charge according to the category from the employer and from the member, who have been provided with services.
- Opening the new nursing institute at headquarter for fee based courses.
- Establishing the system of self- supporting for fund generation.
- Maintaining the roster of nurses at headquarters and Branches level with categories wise employed and non-employed nurses, student nurses and other member nurses so that their services can be offered to the employment agencies.
- Design package for the involvement of nurses in various voluntary programmes with fee.

ADMINISTRATION /ESABLISMENT

- Maintenance of Headquarter building complex and provision of modern equipment in their lecture hall.
- Provided permanent skeleton staff at Branches and District/ Zonal Branches level for establishing the liaison with headquarters and maintaining database of member nurses, with facilities to offer nursing services.
- Establishing a separate cell to offer nursing services in all the community programmes related to health, child and family welfare and to expand their sphere of activities to cover disaster and natural calamities.
- Design packages for involvement of nurses in various voluntary programmes and also for participation with fee.
- All policy and position statement linked with the TNAI's organisation and effective implementation by concerned officers.
- Need to follow – up the criteria and procedures of state and central government, private and public sector, government and non-government organisation / institution / hospitals on national and international level for employment of nurses.
- Establishment of new institutions for education and training.
- Through networking offering the services of their member nurses in health programmes, disaster and natural calamities and other individuals and institutional needs on state and central government and non government organisation/ institutions / hospitals on national and international level for part- time or full time employment.
- Maintaining the list of members at Headquarter and branches level for keeping contact at regular interval to reiterate role of nurses in the societies.

- The employer must be persuaded to depute working nurses to headquarter and Branches level in order to draw programmes to support TNAI policy and position statement.
- Create a forum of interaction amongst member nurses to create atmosphere of camaraderie through unity under the TNAI umbrella.
- Provision to ensure involvement of nurses in all policy-making, planning and decision concerning nursing profession.

ESTABLISHMENT

- Establishing nursing institute of higher education to train specialist nurses.
- Prepare the standards for employment of nurses in various categories and constitute the committee to overlook education of nurses at various level. Rules procedures and level of qualifications for registration by state and central nursing council.
- Establishing the norms for Association of nurses with the doctors and specialties in the hospital in order to propagate the culture of specialist nurses.
- Prepare the norms for governing pay, allowances, working conditions and other welfare measures like family accommodation, hostels etc.
- Establishing the cell to providing legal help in matter of dispute with hospitals, employees etc. and other help in enforcing a proper regulatory mechanism covering nurses their rights, working conditions and nursing profession.
- Defining the responsibility and authority of staff and chief nursing officer.
- Raising a specialist cadre of nurses on the line of specialization available for the doctors in the health system.
- Prominent nurses must be identified along with the doctors for the services rendered.

TOP LEVEL MANAGEMENT

- Interaction with the media by top management team of TNAI for publicizing the various TNAI's objectives and activities concerning nursing and health profession by sharing their support to various community programmes with the public.
- Creating an atmosphere for government support through branches and headquarter level in all their programmes and also strive for their representation in parliament and legislative councils through nomination of eminent nursing professionals.
- National health system authorities must be approached to institute nursing cadre in the health system similar to prevalent in developed countries, which is also existing in armed forces.

STANDING COMMITTEES AND INTEREST SECTIONS

The council of TNAI have a power to constitute standing committees and interest sections. The chairpersons of these committees are nominated / elected by the council from the council members with the power to co-opt members. The term of the office is four years of each members of these committees. The proceedings of the committees are forwarded by the the chairperson to the Secretary- General of TNAI for placing before to the council. The standing committees and interest sections have duties and function to give suggestion, advice and recommendation relating to the concerned subject viz development and improvement of living and working conditions of nurses,

Standardization of education, research, training and nursing practices, up-gradation of knowledge and skills, raising of finance, development of library, amendments, additions and revision of rules, regulation and bye-laws, development and maintenance of building and works, publication and editorial, disputes and grievances raising of nurses welfare fund and nurses scholarship etc. for nursing and nursing professions. These standing committees, which has been constituted by TNAI's council, are given below:-

- **Socio – Economic Committee.**
- **Advisory Committee.**
- **Finance Committee**
- **Library Committee.**
- **Regulation and Bye-laws Committee.**
- **Scholarship Committee.**
- **Nurses Welfare Fund Committee.**
- **Buildings and works Committee.**
- **Editorial Advisory Committee.**
- **Continuing Education Committee.**
- **Committee on Disputes and Grievances.**

INTEREST SECTIONS

- **Nursing Education Section**
- **Nursing Research Section**
- **Public Health Nursing section**
- **Nursing service Section**

The **functions of interest sections** are given below :-

- To consider trends and problems in relation to the respective fields and to suggest viable solutions.
- To organise workshops/ conferences / seminars from time to time to educate their members of nurses about the current trends in their respective fields.
- To suggest improvement in professional practice and performance and to suggest guidelines for observance of proper standards.

AFFILIATION

The Trained Nurses Association of India is associated with the Indian Nursing Council which facilitates promotion of nursing education and other aspects of the profession. TNAI also takes interest and participates in the work of other agencies concerned with the total welfare of nurses. It develops and maintains international contacts for its members through its affiliation with national and international nurses organisations having similar aims and objective or philosophy in harmony with that of the TNAI. The list of the affiliated organisations are given below :-

- **International Council of nurses**
- **Commonwealth nurses Federation**
- **National Council of women in india**
- **National institute of public Co-operation & Child development**
- **Christian Nurses League of the CMAI**
- **The Catholic Nurses Guild of India**

Associated Relationship

- **Indian Red Cross Society**
- **Indian Public Health Association**
- **Association for social Health**
- **Indian hospital Association**
- **Federation of Delhi hospital welfare societies**
- **Tuberculosis Association of India**
- **Indian Leprosy Association**
- **Voluntary health Association of India**
- **National Federation of Indian Women**

These associations and institutions too involve themselves in the activities of TNAI on a reciprocal basis.

GENERAL BODY

The representative of general body is called House of Delegates. The member of House of Delegates is consisting of council members and one member representative for every 200 hundred members from the state branches. They are elected at the general body meeting of the state branches. The term of the members of the house of Delegates are four years and they are also eligible for re-election for one term and they meet biennially at the time and place decided by TNAI council. The Agenda for the meeting of general body are the adoption of the biennial reports, the passing of the biennial accounts, approval of the biennial budget and the election of the office bearers of TNAI.

The meetings of the House of Delegates are presided by president of TNAI and in the absence of president vice- president will be preside the meetings. The two-third House of Delegates must be presented for quorum of meeting.

The entire responsibility of planning, guiding, implementation and monitoring of the work of the organisation vested with the general body.

FUNCTIONS OF GENERAL BODY

- Policy-making and legislative function.
- Control over raising and utilization of funds.

- Election of office bearers and the members of the Executive committee.
- Approval of annual budget estimates of the TNAI.
- Appointing auditors of the association.
- Receiving annual report and the statement of account of the association with the observation of Executive Committee.
- Approve Annual plan of the TNAI
- Consideration of all matters relating to changes in constitution, policy, programme budgeting, accounting etc.
- Any other matters which the general body may like to deliberate upon.

GOVERNING BODY / COUNCIL/ EXECUTIVE COMMITTEE

- The members of the Governing body / Council of the TNAI, which are elected by general body according to the rules and regulation of the association. The council of TNAI can meet once a year and manage all the affairs of the Association during the intervals between two meetings of the Council. The list of the members of the governing Body / Council are given below: -

- PRESIDENT
- FIRST VICE-PRESIDENT
- SECOND VICE-PRESIDENT
- THIRD VICE-PRESIDENT
- SECRETARY – GENERAL
- ASSISTANT SECRETARY-CUM-SNA ADVISOR
- ASSISTANT SECRETARIES
- HONY. TREASURER
- EDITOR
- PRESIDENT OR VICE-PRESIDENT, ONE FROM EACH STATE/UTs
- BRANCH SECRETARIES OR JOINT SECRETARIES, ONE FROM EACH STATE/UTs.
- COOPTED MEMBERS (FOUR)
- CHAIRPERSON OF STANDING COMMITTEES AND INTEREST SECTIONS
- EX-OFFICIO MEMBERS

1. One-elected members of each affiliated Association.
2. Hony. Secretary of H.V.L.
3. Hony. Secretary of M & ANM/MPHW (F).
4. Immediate Past president of TNAI.
5. Secretary of INC
6. Nursing officer of Indian Red Cross Society.
7. Nursing Advisor/ Dy. Nursing advisor/ Nursing officer, Government of India as nominated by TNAI.
8. State nursing Superintendent/DHS/DDHS/ADHS Nursing/ Nursing officer of DHS, Nursing officer from metropolitan municipal corporation, Armed Forces and Railways, nominated by the TNAI not more than five at a time, by rotation, for a term of four years.

The ex-officio members are not eligible for the TNAI election.

EXECUTIVE COMMITTEE

The TNAI's Management, Functions, Policy and Programmes are dealt and implemented by Executive Committee. Executive Committee is also called the Council of TNAI. The members of Executive Committee are elected by the Council who manage all the affairs on the behalf of TNAI. Council, undertakes all matters involving changes in policy and important financial implications. They are also responsible for the day-to-day functioning of the Association. All the office bearers are also automatically the members of the Executive Committee.

The Executive Committee meets twice in a year and if necessary they can meet three times, out of which once before the annual council meeting. The quorum for the meeting of Executive committee is nine of whom five are elected members. If quorum is not complete, the meeting will be adjourned for half an hour and meet at the same place and transact necessary Agenda and two-third membership of the council is necessary to form the quorum. The members of the Executive committee are listed below: -

- PRESIDENT
- FIRST VICE-PRESIDENT
- SECOND VICE-PRESIDENT
- THIRD VICE-PRESIDENT
- SECRETARY-GENERAL/EXECUTIVE DIRECTOR
- ASSISTANT SECRETARY –CUM-SNA ADVISOR/JT. DIRECTORS
- ASSISTANT SECRETARIES/JT. DIRECTOR
- HON. TREASURER
- EDITOR
- CHAIRPERSON OF SOCIO-ECONOMIC COMMITTEE
- The council in proportion of five and four members elects nine members nominated on the Executive Committee alternatively at one time for a term of four years.
- IMMEDIATE PAST PRESIDENT OF TNAI

FUNCTIONS

- The Executive Committee is answerable for the Governing body / Council for all the work.
- Ensures steady progress and continuity in the work of the Association.
- Raising the funds and determining for its utilization.
- Formulating the planning, policy, and decision-making
- Executive Committee is a manifestation of nurses' participation in health welfare programmes and they inspire the community's confidence in the programmes.
- Appointment of standing committee, sub-committee and other committee.
- Preparation of budget.
- Implementing the TNAI's functions, policies and maintaining the standardization.
- Internal support and effective coordination between various association / agencies, government/public/ private sector.
- Provision of resources, infrastructure and environment

- Provision of effective health care services.
- Provision of regulation objective and quality of services.
- TNAI's works evaluation, monitoring, supervision and review its work periodically in order to help the association to become more useful and more effective.
- Approach legislature for needed social health legislation.

OFFICE BEARERS OF TNAI

The office bearers of TNAI are elected and nominated by the Council, which is listed below:

- PRESIDENT
- VICE-PRESIDENTS
- SECRETARY-GENERAL/EXECUTIVE DIRECTOR
- ASSISTANT SECRETARY-CUM-SNA ADVISOR/JT. DIRECTOR
- ASSISTANT SECRETARIES/JT. DIRECTOR
- HONY. TREASURER
- EDITOR/DY. DIRECTOR

PRESIDENT OF TNAI

Broadly, following are the duties and functions of president of TNAI:

- President preside over the meetings of the general body and the council / Executive Committee of the TNAI and ex-officio member of all the committees and he keeps in continual touch with the implementing the policies of the Association and the decisions made at councils meetings.
- She/He helps in selecting or nominating members of the committees, facilitates their working within the framework of the policy of TNAI.
- She/He coordinates the work of various committees and subcommittees.
- She/He arrange to convene meetings of general body, council/ executive committee according to the requirements of TNAI bye-laws.
- She/He directs the preparation and circulation of agenda and minutes of meetings.
- She/He creates a cordial atmosphere at mmeetings, provide democratic leadership in discussions, ensure participation of all members according to the procedures.
- She/He assigns job to various members and ensures that they report to the Council/Executive Committee.
- She/He interprets and reviews the discussions and help members to clearly understand the subject before a decision is taken.
- She/He upholds and interpretes the constitution of the Association.
- He takes initiative and leadership in appointments of chief executive and other needed staff with the help of executive.
- She/He supervise the work of executive and receives periodial progress report from him.
- She/He helps the executive in removal of various bottlenecks in the work of the association.
- She/He acts as a liaison between TNAI and other agencies/associations in the community.

- Through the executive, he reports to the Council/ Executive Committee, the work done by the Association and implementation of the decisions of of the Executive Committee/ council.
- She/He supervises and coordinates the work of various departments or branches of the TNAI.
- With the help of secretary-general/Exe. Director and treasurer, he provides leadership in raising of funds and to report about their proper utilisation.
- She/He operates the bank accounts of the TNAI along with treasurer or secretary-general.
- Through the secretary general and treasurer he directs the preparation, consideration and circulation of annual or periodical reports of the work of the TNAI.
- She/He generally provides leadership to the Association and ensures its proper functioning, usefulness and effectiveness.

VICE-PRESIDENT

- Generally the vice-president functions and presides the meetings only in the absence of the president.

SECRETARY _GENERAL/EXECUTIVE DIRECTOR

The Secretary-General acts as the chief executive officer of the Association and also ex-officio member of the standing committees and sub-committees. She/He performs the following functions:

- She/He is responsible to implementing the policies and functions of TNAI.
- She/He convenes the meetings of general body and council under the direction of the president.
- She/He is responsible for preparation of agenda and minutes of the meetings to circulate these among the members initiates and reports action on the minutes.
- She/He is responsible for the management of the headquarters as prescribed in the standing orders and as delegated by the Council from time to time.
- The budget item for building, furnishing and replacement of articles will be expended at the discretion of the building and works committee of which he is an ex-officio member.
- TNAI's works review, evaluation and monitoring in order to help the Association to become more useful and more effective the work as whole of TNAI aims, objectives and functions.
- Maintaining the discipline and office patterns.
- She/He has to provide a healthy and congenial physical surroundings for the meetings.
- She/He has to place before the Executive Committee all information and documents as are found necessary by them to take decisions.
- She/He is assisting to the president of the Association in conducting the business of the meetings and take decisions.
- She/He supervises the work of the paid staff- both in the in the office as well as on the branches level.
- She/He reports the progress of the Association to the Executive Committee/Council.
- She/He maintains the permanent accounts for daytoday expenses.
- He is the one of the three signatories to the operation of bank account.
- She/He is assisting in the formulation of plan, policy and decision-making, directing, programming, evaluating and monitoring.

- Administrative work such as personnel management, house keeping, etc.
- She/He is answerable to the executive committee/Council for implementing the policies, functions and maintenance of accounts, their audits, etc.
- Public relation, contacts with central and state government, public and private sector, national and international agencies/associations.
- He is assisting to the council for providing networking communication and other facilities.

HONY. SECRETARY OF HVL/M AND ANM

- Organise units in the various States and keep in touch with the State branches committees.
- Contact members personally when possible or by correspondence, and through the journal or newsletter in order to stimulate and maintain interest in professional activities.
- He made efforts to recruit new members.
- Collect state reports and submit a summarised report to the House of delegates meeting through the secretary-general two months prior to the meeting.
- Prepare the agenda for biennial meeting of HVL/ M.and ANM Association and held the time of the House of Delegates meeting.

MEMBERS OF THE GOVERNING BODY/COUNCIL/EXECUTIVE COMMITTEE

- Assisting the office-bearers in the discharge of their responsibilities in the day-to-day work of the association.
- Assisting to the secretary-general in the implementation of policies and programme.
- Assisting to the Hony. Treasurer in the financial matters viz fund-raising, maintenance of accounts and audit etc.
- Serving on different committees and sub-committees of the TNAI.
- Supervises of the day-to-day work of certain sections/activities/ departments.
- Drafting to the amendments to the constitution and preparation of rules there under.
- Staff development and training.
- Construction/renovation/repairs of buildings.
- Purchase of equipment and supplies.
- Public relation and liaison with the community.
- Incharge of sections/branches/departments/activities.
- Membership of various sub-committees regarding fund-raising, building, staffing, public relation, budget, accounts and construction.

REGISTRATION

The TNAI is the only national body of practitioners of Nursing at various level, which has been founded in 1908 and registered under the society registration Act XXI of 1860 on June 16, 1917. The Government of India in 1950 recognized the TNAI as a service organisation for the

greatly helped in promotion of the TNAI's objectives. It is a non-profit, non-political and non-sectarian voluntary organisation.

Since its inception, the TNAI has concerned itself with problems of its member in particular and of the profession in general. Vital matters as the upholding, development and standardization of nursing education and nursing practices, both basic and post- basic, the improvement of living and working conditions for nurses through out India and registration for qualified nurses and also promote the nurse leadership and nursing personnel, effective and efficiencies response, constitute its broad aims, which are reiterated from time -to- time and adjusted according to world trends and national needs.

CONSTITUTION OF TNAI

The aims, objectives, philosophy and functions are to be broadly indicated in the constitution of TNAI. The objects of the Association are also indicated in the constitution of TNAI, which indicates the duties, power and functions of the various limbs of the Association. The rules, regulation, procedures and byelaws of TNAI have been already mentioned in the constitution of TNAI.

RULES AND REGULATIONS

The rules and regulations are included the following:

- Membership requirements
- Financial provision of paying a certain amount to the Association regularly.
- General Body, Governing Body/Council/Executive Committee.
- Special interest of a member in the Association's programme.
- Office-bearers, duties and functions.
- Employee of the association/service conditions
- Elections.
- Standing committees and interest sections and other sub-committees.
- Meetings.
- Amendments of rules and regulation.
- Finances/Accounts and grant of money.
- Maintenance and operation of bank accounts, property and securities.
- Building and works and assets.
- Publications.
- Affiliation.
- Association representative to other organisation