

NR 504 Wk 7 Collaboration Café

Consider the case scenario you described in week six and assume the change process is proceeding in an effective manner. Address the following:

- Provide a concise introduction for your posting.
- Identify the key stakeholders who are impacted by the change at each of the micro-, meso-, and macro-levels, and discuss how you will engage those stakeholders in the change process.
- Describe one supportive factor within the system which will facilitate your recommended change and an example of one barrier that may occur which would impede your recommended change.
- Provide at least one leadership strategy to address or resolve the barrier; include your rationale.
- Recommend one leadership strategy to sustain the change within the context of a complex system and explain your rationale.
- Conclude with a succinct synopsis of key points and concise self-reflection of how this topic contributes to your growth as a future leader in the chosen specialty track.

Dr. C and Fellow Classmates

The scenario I described in week 6 was the issue of staff failing to clock in and out for a full 30 minute meal break. Staff who take a meal break of less than 28 minutes are paid for a full 30 minute meal break, resulting in not only a poorly rested workforce, but also a significant amount of additional staff paid hours that negatively impact the budget as well as our compliance with policy and labor law. Our new Chief Nursing Officer (CNO) is now tracking this habit, has asked her managers to report to her monthly the number of incidences of short meal breaks, and has stated it will no longer be routinely acceptable for staff to take a short meal break. Staff compliance with this policy is necessary in order for the health system to be able to provide quality, compassionate care to our patients from not only a customer service standpoint, but also from a budgetary and fiscal standpoint. My department started out with approximately 70-80 incidences per month, translating to 35-40 hours of additional staff pay.

The key stakeholders who will be impacted by this change at the micro-level are the staff themselves at the unit level who will be better rested, refueled, and recharged resulting in a less stressed, more compassionate mindset; at the meso-level is the hospital system which will be more in line the budgetary predications and fiscal spending allowing them to continue operating and providing service; and at the macro-level are the patients and community members who will be receiving care and services.

There are many supportive factors within the system that will facilitate this change, but the biggest factor is the support and backing of senior leadership. My director, CNO, and all parties going up the proverbial ladder are dedicated to creating an environment of quality, caring, compassion, as well as responsibility and accountability. There are also a multitude of barriers to change, but one of the most difficult to overcome is the staff themselves. They have become complacent in their actions, they have