

Week 2: Nurse Administrator Role in Nursing Care Delivery Models and Systems

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At the most recent senior leadership meeting, you as the chief nursing officer, reported a trend toward nursing shortage on several units. The human resources director reported that even with open nursing positions, because of the shortage of nurses available within your recruitment area, there have been very few applying to fill them.

The critical care units have experienced the greatest attrition recently and using the primary care nursing care delivery model is becoming difficult to do consistently. The decision is made to hire more nursing assistants to assist during this shortage.

As the CNO, you must introduce a different nursing care delivery model that includes using nursing assistants in the units involved. Address the following related to this scenario:

1. Discuss the model you will use and include your rationale for the choice.
2. Describe the impact this new model will have on the organization.
3. What challenges to the change will you face?
4. What strategies will you use to facilitate the change?

1. To care for more patients, functional nursing, a popular concept, combined licensed and unlicensed nursing personnel with assignments based on their skill set. Everyone had a specific job to do for the patients who were allocated to them. The drawback of the system is care division, which may result in less satisfied patients and lower-quality treatment. This model is cost effective as many patients can be cared for.

2. Hiring nursing assistants can be a helpful way to increase moral for the above unit. Today, nurses are faced with more challenges than ever. The nursing employment market is extremely competitive, but the prospects are far wider. With an aging an ill population, nursing is becoming increasingly stressful, not to mention the addition of tasks once performed by other personnel. Problems with low staff retention can have a variety of negative economic implications. A domino effect occurs as nurses depart from locations or even the field. The effects of employee turnover can be highly stressful for the team, the nurse leader, and the patients. The cost of hiring an employee is high. The facility may be strained because of this influx and outflow, making it essential to hire qualified employees.

3. It is common knowledge that the healthcare industry can be stressful for both patients and employees. Since healthcare is always evolving, change is inevitable. If we do not let go of our

previous habits, changing may be an exceedingly difficult and unpleasant task. When presented with stressful circumstances, people exhibit alarm reactions and reluctance. Damawan and Azizah (2020) reviewed many research articles regarding change and determined because they make up the majority of the company, employees are essential to the success of any organizational transformation initiative. Uncomfortable feelings, a lack of awareness about the change, and increased stress are some of the factors that lead to resistance to change.

Employees resist change because they don't believe it will be advantageous to them or the business as a whole.

4. Knowing that change can be stressful to most, I would meet with my staff to discuss the plan of action necessary to ensure the unit is providing the best care during this hardship. Opposition is surely to be faced. Notifying the staff of the circumstances in which this conclusion was decided will hopefully put staff at ease. I would also assure staff that administration will continuously seek nurses to fill vacancies if shortages should change and explore other options such as hiring in Temps if available. I want staff to know I will work to the best of my ability to recruit new nurses, when possible, to decrease burnout and ensure quality patient care; however, to date, this is the best option considering the current situation short of having to increase ratios without hiring in aids. While shifts may still be stressful due to a decrease in nursing staff, this is a hurdle I believe can be overcome given time.

-Stacy

Damawan, A. & Azizah, S. (2020). Resistance to change: causes and strategies as an organizational challenge. 10.2991/assehr.k.200120.010.

Good afternoon Professor and Class,

In general, it can be challenging to accept change, especially in the medical industry. The enthusiasm of the team can be measured in order to determine when the team has veered off course. When morale is low, there will be a high number of call ins, individuals are likely to look at other career prospects, and there can even be tension at work. A good leader will notice the issue and take reasonable action to address it. There are numerous ways to accomplish this.

Quality leaders are integral in implementing change. With proper leadership, direct reports are apt to feel empowered to tackle such issues. According to Steinmann et al. (2018), people led by transformational leaders who are given the opportunity to establish and achieve goals are more invested in the workplace and report greater levels of job satisfaction. One of a leader's strengths is their capacity to inspire the team to participate in goal- setting. To do this, I would involve the staff that the change will impact, maintain open communication, provide a timeline for when the change will occur, and then check in with the staff to see how things are going.

Both the Pathway to Excellence and Shared Governance promote staff involvement in decision-making. In many facilities, these methods have been shown to have beneficial effects on staff retention. Nurses are more motivated to carry out plans when they feel like they have a voice in the decision-making process.

All information required to make the adjustment must be provided to the staff if they are to participate in decision-making. The key to this is clear communication. Direct reports trust leaders who are transparent. Employees will be reluctant to embrace change if there is a lack of communication.

For the workers to understand where they are in the process and what comes next, a clear timeline must be established. Having a sense of what lies ahead often eases the minds of those directly involved. The creation of a timeline helps make change more bearable.

Last but not least, after a change has been implemented, checking in with the employees to see how it has affected practice demonstrates that leadership is concerned. Following up enables executives to change strategies as necessary. When coworkers are involved in decisions and there is open communication, relationships with leaders improve. A written timeline and follow-up are two minor steps leadership may take to help their team members feel empowered. Staff members feel confident about their involvement in and contributions to the facility when these tactics are utilized.

-Stacy

Steinmann,B., Klug, H., Maier,G. (2018). The path is the goal: how transformational leaders enhance followers' job attitudes and proactive behavior. *Frontiers in Psychology, 9*,P1-15, Retrieved from: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6281759/>

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- Hi Stacy.
 - Functional nursing has potential for success in this situation. As you think about implementation, how will you be able to tell if the model is off track? How do you recognize it? If it goes off track, how do you redirect then team to get back on track?
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