Instructional Module 8: Management & Community Nursing Case Study Group Discussion

Group 9: _____, _____, _____._____

Case Study # 9 Change

A recent restructuring of the local hospital has resulted in several changes to patient care units. The closure of a rehabilitation unit required reassigning the nurses to other areas of the hospital where staffing was low. The staff nurses displayed various attributes of the different phases based on their ability to accept the change. The following table presents the nurses and the characteristics observed.

1. Identify the emotional phase for each nurse's characteristics

Nurse	Emotional Characteristic	Emotional Phase (denial& anger, bargaining, depression, revising, deserting and acceptance)
1. Amy	Open to explore possible new opportunities, willing to put energy into the transition.	
2.Becky	Looks for ways to keep the old unit open; keep telling others " If only we could try one more time".	
3. Carol	Lethargic at work; nothing seems to be going right for her; states she feel lost.	
4. Fred	Ignores the change; thinks that it might not happen.	
5.Grace	Takes charge of her immediate future by looking for new ideas and projects for her new unit.	
6.Helen	Feels a loss of power over her career; insecure over her knowledge of nursing in other areas.	
7.Ike	Displays some energy towards the change; is willing to try various areas to see if it will "fit" with his style of nursing.	
8. Juanita	Frequently states "whatever" when others talk about the move; display no enthusiasm for the change but does not reject the change	

2. Which of the above nurses would you consider as resisting change? What might be some causes for the resistance?

3. Select one of the leadership styles and describe how the leadership style selected would affect the acceptance of staff.
   a. Authoritarian
   b. Participative
   c. Delegative
   d. Transactional
   e. Transformational