

Ticket to Enter Chapter 12, 17, 20

Ch 12

- +Organizational structure refers to the way in which a group is formed --its lines of communication and its means for channeling authority and making decisions.
- +Hierarchy of authority --(superiors separated from subordinates)
- +Clear division of labor--work divided into units that can be undertaken by individuals or groups
- +Bureaucracy-clear chain of command -rules- regulations-specialization of work-division of labor-impersonality of labor
- \*Organization chart--depicts formal relationships--channels of communication-authority through line -&-staff positions-scalar chains-span of control
- +Unity of command--one boss less confusion--greater productivity
- +Centrality -degree of communication of a particular management position
- +Organizational structure- affects how people perceive roles and status given to the by others or an organization
- +Authority-responsibility-accountability differ in terms of official sanctions-moral integration
- +organizational culture-beliefs -history-taboos-formal and informal relationships and communication patterns
- Subcultures may support or be in conflict with other cultures in the organization
- informal groups are present in every organization they determine norms & assist members in the socialization process
- Magnet -ANCC 5 model components transformational leadership, structural empowerment, exemplary professional practice, new knowledge, innovation, improvements, and empirical quality results
- too many communities-can be a sign of a poorly designed organizational structure
- group think occurs when there is too much conformity to group norms

CH 17

- centralized staffing --decisions made by personnel in a central office or staffing center
- decentralized staffing- unit manager is often responsible for covering all scheduled staff absences --reducing due to acuties high census--preparing monthly unit schedules-holiday and vacation schedules

Table 17.1 pg 436

PCS's are institution specific and must be modified to reflect the unique statt and pt population  
Staffing & scheduling policies must not violate labor laws, state or national laws, or union contracts

Mandatory overtime should be a last resort--not standard operating procedure --due to staff shortages

Managers should have diverse staff who ill meet the cultural and language needs of the pt population

Research shows that professional nursing representation in the skill mix increases -patient outcomes generally improve and adverse incidents decline

Manager has a fiscal and ethical duty to plan for adequate staffing to meet patient care needs

Closed unit staffing --staff members on a unit make a commitment to cover all absences and needed extra help themselves in return for not being pulled from the unit in times of low census

Boomer generation-1943-1960  
Veteran generation-1925-1942  
Generation Y =millennials

Cross training -long term solution to short staffing  
Employees have the right to expect a reasonable workload  
Flex time- is a system that allows employees to select the time schedules that best meet their personal needs while still meeting work responsibilities  
Shift bidding-means the organizations set opening for a shift

Ch 20

Delegation is a necessity that requires high level management skills  
Transcultural sensitivity in delegation is needed to create a productive multicultural work team  
Communication

Space

Time

Environmental control (internal locus of control)

Biological variations

---Delegation skills will help reduce the personal liability associated with supervising and delegating to NAP

Delegation

-----Right task

-----Right circumstance

-----Right direction/communication

-----Right level of supervision

UAP-basic activities of daily living -(ADL) bathing feeding ambulating vital signs weight assistance with elimination and maintaining a safe environment

LPN Scope of practice --pg 526

Be a role model and provide guidance --leader should convey a feeling of confidence and encouragement to the individual who has taken on a designated task

Nurses must believe they can delegate without fearing they will be perceived as lazy or incompetent

Liability is based on a supervisors failure to determine which patient needs could safely be assigned to a subordinate or for failing to closely monitor a subordinate who requires such supervision

Only RN's have the formal authority to practice nursing and activities that rely on the nursing process or require specialized skill, expert knowledge or professional judgment should never be delegated

The leader - manager should always attempt to see the delegated task from the perspective of the individual being delegated to

Figure 20.1 Tree for delegation example

It is good to create a plan for your day which includes a time inventory for each member of your mini-team--