

Rubric for Essay Questions

Name: <i>Rachel Davis</i>	Date Graded: <i>9/19/11</i>	Week # 3	Essay Question # 1	Due: 9/11/11 @ 11:59pm Submitted: Date: <i>9/10/11</i> Time: <i>10:05</i> AM PM	Total Score <u><i>45</i></u> / 50 <u><i>90</i></u> %
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Response	Criteria	Rating
Exemplary	Clarity of thought, complete. Shows understanding of all processes, reasonable hypothesis or thoughtful questions, conclusions supportable by data, shows creativity, may include some graphic representation of data or concepts.	50
Competent	Clarity of thought, shows understanding of major processes, includes good hypothesis or questions, draws acceptable inferences and conclusions, may have graphic representations.	40
Minor Flaws	Completes the assignment, but explanations may be slightly ambiguous or unclear, may contain some incompleteness, inappropriateness, or unclearness in representation, hypothesis, understanding of processes, or conclusions.	30
Nearly Satisfactory	Begins successfully, but omits significant parts or fails to complete, may misuse terms, representations may be incorrect or omitted, incorrect or incomplete in analysis, inferences and conclusions.	20
Fails to Complete	Assignment and explanation is unclear, or major flaws in concept mastery, incorrect use of terms, inappropriate or omitted hypothesis.	10
No Attempt	Does not begin assignment	0

Comments:

Demonstrates application of healthcare organization concepts. Complete and organized paper. Many typos and grammatical errors that reduce professionalism of writing and can influence the reader's opinion of value of information. Based on your writing, I would suggest you use your knowledge of ANA Code of Ethics and Nurse Practice Act, and Standards of Care to ensure continued success of your organization. I've always said ~ "If you always agree, one of us is not necessary." Your organization will value your contribution ~ even if contrary to what you think they want ~ as long as communicated in a respectful, professional manner.

*Submitted
9/10/11 10:05 pm
ack'd ✓*

Healthcare Organization

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Nursing Leadership and Management RN 405

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Healthcare Organization

There are different types of healthcare organizations. The purpose of this paper is define and discuss what type of organization I currently work in, and how knowing this helps in my leadership and management decision making and problem solving. Healthcare organizations provide two general types of services: illness care (restorative) and wellness care (preventative). Illness care services help the sick and injured. Wellness care services promote better health as well as illness and accident prevention (Yoder- Wise, 2011).

I currently work for an Assisted Living Facility (ALF). One of the characteristic that is used to differentiate healthcare organizations is the duration of the care provided (Yoder-Wise, 2011). An ALF would be classified as an institutional provider that provides long term care. ALF provide care that is longer than 30 days. An ALF also provides tertiary care, they can provide care from onset of an illness thru death or they can provide care from onset, rehabilitation, and then death. In my facility we have a wide range of patient we provide care for residents that only need to be there for safety reasons and provide all of their own ADL's. We also provide care for residents that are completely dependent for ADL's and a few that are on hospice care.

The ALF that I work for is a for- profit organization, which means that it operates with the specific intent of earning a profit by providing healthcare services to individuals who can afford to pay for these services (Yoder-Wise, 2011). My ALF does not take Medicaid or Medicare. It is a private pay facility and payment is based on an individual assessment of resident's needs. Fees are then charged accordingly. The facility does take payment for veterans, through the aide and attendance policy that Veteran's Affairs provides. Since we do not accept federal funds we do not have to follow federal laws. However, we do have to follow

all of Indiana State laws. We have an annual survey from the state, with the goal of being deficiency free.

My company ^{operates} works on a bonus system for its employees, some of the ways to qualify for a bonus includes our building being full, clocking in and out on time, having a deficiency state ^{-free? high?} survey. But the biggest bonus comes from have a full building each quarter. The company works on a reward system based on ^{revenue} ~~money~~. They believe that if they provide bonuses, employees will perform better, and in return the building will be full providing the company with more profit.

As a nurse manager knowing that the company is very sales oriented makes decision making and problem solving a little different. In most facilities it is the ^B Nursing staff that is able to decide if a resident is appropriate for their building, however, in mine it comes down to the ^{Sup} cooperate office that has the final say. I have learned that it is just better to take the resident and find ways to provide safe appropriate care. I use home health, hospice, and private care givers often. When using these providers it give ^{why?} residents more care and provides them with better services and is able to keep them in our facility longer. This in turns makes a profit for the company. - ³ *But don't these specialty services cost more?*

Problem solving and decision making have become based on the organizational culture of our facility. Organizational culture refers to an organizations beliefs, values, attitudes, ideologies, practices, customs, and language. (Butts & Rich, 2008). Once I figured out how to work in this culture, problem solving and decision making has become more efficient and productive. I believe that as a manager you have to believe in this culture to make the system work for you and your employees. I have not always agreed with decision ⁰ that were made, but I never discussed the issue with my employees, I have always ^{supported the} ~~went with~~ decision and provided a

positive spin on the problem and completed what needed to be done. Even when the beliefs of the organization stem from the chief executive officer or the board of trustees, managers and employees need to be loyal and committed to the organization's goals for a culture to be shaped (Butts & Rich, 2008).

In conclusion, problem solving and decision making in a for profit organization can be difficult, but once you learn the organizations culture and the priorities, a nurse manager can find ways to provide the best care possible and still follow company policies. As a nurse working for a for-profit organization it can become difficult to look at profit over resident care. As a nurse you want to provide the best care possible and are not concerned about profit you work to provide care. Once you step into the management role you take on a different role that encompasses both quality care and profit.

Always be mindful of the ANA Code of Ethics and Nurse Practice Act that governs your professional responsibility to advocate for patients and provide safe care by educated, caring individuals. If you ever feel you have to reduce/lower your standards to function in a culture, you should challenge issues that may impact patient safety. Efficient, safe care that generates revenue can be done, but be clear about non-negotiable msg. / pt. care standards.

References

Butts, Janie B. and Rich, Karen L. (2008). Nursing ethics across the curriculum and into practice

(2nd ed.) Jones and Bartlett

Yoder-Wise, Patricia S. (2011). Leading and Managing in Nursing (5th ed.) Elsevier