

Running heading: ESSAY #2

Essay #2

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43/50

-5 for content
-2 for proper citing of
writing within
body of paper -
Other instructors will
probably grade this
harder. Avoid plagiarism.

Tenika ~ great improvement
in professionalism of writing.
Very few typos/grammatical issues,
much easier to read. Be sure to take concepts and
APPLY to scenario ~ don't just present/review
concepts.

ESSAY #2

You discovered a grant opportunity through your research activities for your coursework, and brought it to your supervisor, sharing your interest in participating if your agency would be interested in pursuing application. The grant will provide funds to cover expenses associated with work hours of those individuals involved with the project, material expenses associated with implementing solutions, and marketing expenses needed to achieve the grant-required public education about their role in improving quality care. The grant requires that the application be written and submitted by at least three different healthcare agencies within the community, each representing a different continuum of care. The grant requires that one of the agencies be an acute care hospital. The grant identifies that ineffective communication among agencies within the healthcare continuum is the largest causative factor for patient complications, medication errors, higher readmission rates, and higher morbidity and mortality rates. To your surprise, the grant opportunity you brought forth quickly evolves with involvement of your organization's executives. Your administrative team has come to you to request that you accept the special assignment of being the "champion" for the grant application and project.

1. The executive sponsor at your organization has told you that he/she will support you in any way needed to move the application forward, including adding resources temporarily to support the time you need to oversee this project within the grant application deadline.

How would you go about establishing the plan for this undertaking (Chapter 16)?

Before implementing a project of this magnitude, one must create a strategic plan. Yoder-Wise, defines strategic planning as a process by which the guiding members of the organization envision their future and develop the necessary and appropriate procedures and operations to actualize that future. By doing this, a team needs to be formulated to assist the champion in

Don't need to restate the whole scenario - take up valuable space that you need to present and apply concepts, specific to the scenario.

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Good, scenario-specific application!! 

completing the project. The team members within the group must be aware of the Organizations policies and procedures, environmental factors affecting the organization, and the development and execution.

Next the team must start the planning process, starting with phase 1, the assessment of the external and internal environment. The external factors include the economic, demographics, technology, social-cultural, educational, and political-legal factors. Internal environmental factors include a review of the effectiveness of the structure, size, programs, financial resources, human resources, information systems, and research and development capabilities of the organization. The Organizational environment assessment is the last part phase 1; this section takes a look at the hospital administration, service departments, and medical staff. When this section is complete the team should have an understanding of who they are providing services to, a better understanding of the organization's internal structure, and data from each department within the organization. By using this approach the team will identify the special needs of the community.

Reference? Or did you come up w/ this?

OK ~ but remember, the grant targets a standardized communication effort ~ not forming a new corporation



The second phase is the review of mission statement, philosophy, Goals, and Objectives. The mission statement will act as a guide for the project. The mission statement incorporates the organizations purpose and direction. Also in this phase, goals are set for the project. The third phase is the identification of strategies; this is when the team identifies the major issues affecting the organization and setting goals to better the organization. The fourth phase is the implementation; this is testing the goals previously adopted by the team. The fifth and final step is the evaluation: in this step the team will evaluate the goals set and make changes to ensure that

Relates concepts

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the goals will work. If the goals are proven not to work, in this phase there is a chance to revise the goal.

Again ~ reference? And there's a relationship or application to the grant scenario. Plagiarism if & reference

2. Your executive sponsor has secured agreement from two other agencies to participate in the grant application. Your vision is to create a standardized communication tool to be used at all three organizations.

A) Describe how improved patient care outcomes can result from clear, effective communication. (Chapter 18)

Effective communication is key in any situation and is inoperative in health care settings. Yoder-Wise (2011) states that effective communication can create good working conditions and reduces medical errors. Clear communication with patients creates a therapeutic nurse-patient relationship and promotes trust. Patients who have been educated regarding their course of treatment have statistically better outcomes. The application will reinforce the purpose and the expectations of the team to provide clear effective communication to focus the project on.

B) Based on resources needed to complete the grant application, what team members (titles, roles, positions) will you request from the three agencies? In responding to this question, consider that one of the agencies involved reports that the majority of their employees, including nurses, are represented by a union. The agency is concerned that if any negotiations are required for the implementation of the project, there will be a delay in submitting the application. What, if anything, would you do differently in your plan to account for this concern? (Chapter 19)

Use proper APA to cite references

Cite source!!

good ~ sorry for scribbles

OK ~ could be supported by how you might evaluate current commun. practices & issues x 3 orgs.

And/or Pt. Safety outcomes

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→ repetitive ... and what about people from finance, quality, communications - Plant Ops (phone system)

The team members should be nursing professionals who have an understanding of the organizations policies and procedures. The mission of the organization should be incorporated into the project's goals. The team members should be well trained in effective communication.

Medical Records (forms), IT (Interface, Auto fax, Sharing ??)

The team should also have both Baccalaureate and Master's prepared nursing from an array of settings. Collective bargaining is the performance of the mutual obligation of the employer and representatives of the employees to meet at reasonable times and confer in good faith with respect to wages, hours, and other terms and conditions of employment or the negotiation of any agreement or any question arising from those terms and conditions. (Yoder-Wise, 2011, pg. 381)

but there are 3 orgs. as part of grant.

Because so of the team members needed may be union workers, I would contact the union to see if there would be any conflicts of interest.

No.

↳ What do you think that organization's CNE would think of you

3. As part of the grant application, the team, led by you, must include information about the planned implementation strategy. The team supports and enhances your vision for a standardized communication tool. (Chapter 17):

Contacting their Union Rep??

A) Would you consider the implementation of a standardized communication tool for three agencies a low- or high-complexity change situation?

Probably not you. Need a better understanding of relationship in unionized org.

A high-complexity change is defined as a complicated change situation characterized by the interactions of multiple variables of people, technology, and systems. (Yoder-Wise, 2011, pg. 611) Low-complexity change is defined as an uncomplicated change situation of the limited influences of people, technology, and systems. (Yoder-Wise, 2011, pg. 612) During the beginning stages of the project, I feel that the process will be classified as a high-complexity

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change until everyone gets settled into their roles. Later ~~X~~ predicted ~~X~~ that the project will change to low-complexity.

(-1) Lacks full development of change concepts and why high-low-

B) What change management approaches will probably be needed and why?

(2011)
According to Yoder-Wise, there are five functions that are needed to make functional changes.

The first (in planning (includes assessment), organizing, implementing, evaluating, and seeking feedback; also the manager should remain flexible. The manager needs to have these functions to ensure that the project is being run smoothly.

(-1) No application to scenario.

Reference

Yoder-Wise, P. (2011). *Leading and managing in Nursing*. (5th ed.)
St. Louis, MO: Elsevier Mosby