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Essay #2

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47.5/50

Good job!!

Fragmented effort to apply concepts to case study. As a presentation of concepts, but lacks consistent application to case study. Professional, error-free writing ~ just lacks integration of concepts relative to case study.

Essay #2

The grant states that ineffective communication among agencies within the healthcare system is the largest causative factor for patient complications, medication errors, higher readmission rates, and higher morbidity and mortality rates. According to Yoder-Wise (2011), the first step in establishing a plan is to assess the internal and external factors that affect the success of the organization, which can also be applied to a plan for the grant application. Internal factors to assess are size, structure, computer systems, research, staff, training, continuing education for staff and community, along with the mission, goals, and relationships of all professionals. There are several other factors that need to be evaluated in making the plan such as the administration, service departments, and professional staff, because these factors affect the relationships that may affect the grant application. The external factors are the related economic, demographic, technologic, social, cultural, educational, political, and legal issues related to the organization. The strengths and weaknesses have to be determined, evaluated, and treated. The second step is setting goals and reviewing the mission statement. The mission statement states the main purpose of the organization and provides direction for the units. The goals need to be specific because studies have shown that specific goals yield better results. The third step is identifying the strategies by all of the managers of the different departments. This involves developing a plan of action with objectives, identifying resources, and budget planning. The fourth phase is implementing the plan of action, which involves educating the employees on the plan, revising the policies, and making sure that the plan is followed. The last step is the evaluation phase. There should be periodic, scheduled, formal reviews of the goals, objectives, and the results. There may need to be changes to the plan due to changes in staff, laws, demands, or needs of the community. According to the Institute for Healthcare Improvement (IHI) (2011),

Why related to grant?

How?

Such as... related to grant for improve communication.

And direction for the grant specific to communication among 3 orgs.??

An example of a goal for the grant project might be...

Team 1st

Are all managers of different depts. going to be involved in grant project?

-1 lacks application to scenario.

they suggest three steps for initiating improvement. The first step is to set aims, which is to have a specific time frame, and it needs to be measureable. This step needs to define the population of patients or specific system involved. The second step is to establish the measures, which means to develop a team that uses quantitative measures. The third step is to select change. This may be done by using the employee's insight for creative thinking, or by researching other facilities that have had success and using their experience as guidance.

All good, just a application

Which for this grant project... could be

The outcomes need to have clear and effective communication. There are many outcomes that result from clear and effective communication. Communication is the most important aspect of daily activities, and the only thing that is done more often is breathing (Yoder-Wise, 2011). Some important outcomes are good working conditions, nurse retention, team building, good leadership, well-functioning teams, decreased stress, increased trust, conflict resolution, and

huh?

commitment to the organization. All of these things contribute to improved patient care outcomes in a healthcare organization.

Application -> With the partnership of 3 organizations, ~~the~~ communication improvements could result in...

The grant application requires participation from at least 3 different agencies within the community. The team members from the three agencies would be the statutory managing nurses.

These nurses have the ability to hire, fire, train, orient, and manage the budgets of the unit. If union negotiations are required, then having the statutory supervisor submit the application should be considered, because the supervisors are acting in the interest of the employer and are exempt from union representation (Yoder-Wise, 2011). Nonsupervisory nurses act in the interest of the patient and can be represented by the union and collective bargaining.

-1/2 How about incl. Quality Risk Grant Writer

Implementation of a standardized communication tool for the three agencies would be a high complexity change situation because it involves interactions of multiple variables of people, technology, and systems in order to make the change (Yoder-Wise, 2011). The variables of the

IT Plant Ops (phones, fax) ER Case Mgrs. Point of Entry/Departure Physician?

Your organization submits effort to apply.

people are their resistance to the change, their dissatisfaction of change, reluctance, opposition, rebellion, and sabotage. The variables related to technology and systems are the efficiency and effectiveness of the processes and results (Yoder-Wise, 2011). It can also include changes in staff, technology, quality of care, and staff morale. The important thing for the leader is to be able to manage the uncertainty of all of these things in order for the grant application process to run smoothly

Good fit in to scenario

The change management strategies that are needed in this case are empowerment because early involvement with the staff will help with the changes needed for the process. Another strategy that will be involved is facilitation and support because the staff will need to be reassured and helped to understand the change of implementing the communication tool. The staff may have anxiety related to the extra work, time, and energy required to learn a new tool. Information management can help also by getting the right information to the right people that will help model the acceptance of the change (Yoder-Wise, 2011). It is important for the leaders and managers to be engaged in the change, and to model this behavior. They also need to be able to help the employees to make the changes in their work environment, which is described as helping staff to internalize the change (Huston-Marquis, 2009). According to Huston-Marquis, (2009), the best way to help employees to internalize change is to show measurable outcomes. This helps to empower employees with a sense of control. In other words, if managers can help staff to understand that by developing this communication tool, and by completing the grant application, then hopefully the organization will receive support and funds to initiate the new program; and the new program will make the employees' job easier. Managers can help employees to see the value of the end result, which will always make implementation of change easier on everyone involved.

Good Application

*OK ~ but a better motivator is
 ↑ Pt. Safety
 ↓ Extra work
 & Relationships
 And all those things you list w/ Commun. benefits*

References

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Marquis, B.L., & Huston, C.J. (2009). *Leadership roles and management functions in nursing: Theory & application* (6th ed.). Philadelphia: J. B. Lippincott.

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