

Rec'd 9/25 10:00

Grant Opportunity

Week 5 Essay Question

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47.5/50

-2 1/2

Well written w presentation of concepts;
Lacking specific application to scenario.
Well done overall!

Grant Opportunity

Research opportunities rise in health care providing occasion for individuals to expand and improve upon previously established nursing practice. Fruitless communication has proven to play a significant role in medication errors, increased readmission rates and higher morbidity and mortality rates. This writer will explore the process of research grant applications and submissions regarding ineffective communication among healthcare staff.

How would you go about establishing the plan for this undertaking?

To establish an effective plan, one must have a clear understanding of the facility being addressed. The process must be driven through strategic planning. According to Yoder-Wise (2011), "Strategic planning is 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 (p. 310)."

This writer would enlist the "key steps in strategic planning" found in figure 16-1 of Yoder-Wise (2011) located on page 311. Strategic planning steps include: Assessing the external environment as well as the internal environment, recognizing opportunities and threats specific to the external environment and strengths and weaknesses related to the internal environment. From the two assessments, objectives can be formed, strategies can be established, and plans are made which are implemented and finally evaluated. (Yoder-Wise, 2011, p. 311) A strategic marketing planning process must also be established. One will find an example of strategic marketing planning in Patricia S. Yoder-Wise's book entitled "*Leading and Managing in Nursing*" on page 318, figure 16-2. This writer would utilize this tool.

Describe how improved patient care outcomes can result from clear, effective communication.

A health care team, that effectively communicates, shares the same ideas, goals, listening qualities, and tasks. This general consensus among a group of health care providers allows for consistent quality patient care which, in effect, provides improved patient care outcomes.

(Yoder-Wise, 2011, p. 347) Effective communication among team members does not allow room for patient errors. If, for example, a patient were at risk for skin breakdown leading to pressure ulcers and the support staff did not communicate his or her findings to the nurse; patient care is compromised. If, however, effective communication had been demonstrated, individuals responsible for this patient would be prepared to implement the proper pressure ulcer precautions. The patient would no longer be at risk for skin breakdown and infection.

What team members (titles, roles, positions) will you request from the three agencies?

According to Yoder-Wise (2011), "The support needed to make and implement decisions is achieved through role models, mentors, and empowerment (p. 379)." Some role model examples might include: nursing staff, specifically registered nurses, professional practice groups/committees, and the CNO's. While assembling the team members, this writer would require two strong skill sets from nursing staff which would be outstanding clinical assessment and assertive communication skills. (Yoder-Wise, 2011, p. 379)

A mentor can be classified under multiple different titles and roles. This writer would utilize staff nurses in this role as well as managerial staff. The managerial staff would primarily include nurse managers. A CNO would be helpful in providing support from the administrative aspect. The personnel mentioned would be used to empower nursing staff which would enhance professionalism and autonomy. (Yoder-Wise, 2011, pp. 379-380.)

For the agency/ies represented by a union, this writer would involve a "bargaining agent." According to Yoder-Wise (2011), "The collective bargaining program...is designed to

good application
submit to the next level by applying to grant application scenario whereby multiple agencies are involved in communication of care.

How about a grant writer, someone from Quality Dept., A physician, Case manager, ER (point of entry), Marketing, Finance, etc.

-1 { + IT and/or Medical Records }

implement strategies that maintain or attain improvement in nursing practice in addition to addressing the economic issues (p. 384).” The bargaining agent would help to streamline communication in an effort to prevent delays with the proposed grant application.

Yes

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

This writer would consider the implementation of a standardized communication tool for three agencies to be a high-complexity change situation. High-complexity change, as defined by Yoder-Wise (2011) is, “A complicated change situation characterized by the interactions of multiple variables of people, technology, and systems (p. 611).” Because this grant proposal involves three different agencies with three potentially different functionality processes, it would require ~~this writer~~ *this team* a considerable amount of time to establish a standardized communication tool.

The standardized communication tool would have to be agreed upon by all three facilities which would take ~~compromise~~ *why?* and time as well.

And how about starting w/ current workflow and best practices within the 3 agencies?

What change management approaches will probably be needed and why?

A non-linear change approach will be needed. According to Yoder-Wise (2011), “An example of the application of chaos and learning organization theories is a community hospital that has been sensitive to and has adapted to external and internal environmental influences... (p. 330).” This writer chose the non-linear approach because, non-linear changes, according to Yoder-Wise (2011), “...are found in complexity/chaos and learning organization theories. They offer helpful approaches for understanding dynamic, open-system healthcare organizations and for guiding change agents in managing accelerated, increasingly uncertain change environments (p. 326).”

And implications re: staff, materials, interfaces?

OK, but need a little more application to the specific scenario re: standardized communication tool across 3 agencies.

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References

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