

Rubric for Essay Questions

Name: <i>Nicol Steele</i>	Date Graded:	Week # 3	Essay Question # 1	Due: 9/11/11 @ 11:59pm Submitted: Date: <i>9/11/11</i> Time: <i>6:58</i> AM PM	Total Score <u><i>49</i></u> / 50 <u><i>98</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:

See attached paper w/ comments. Good work.

Submitted
9/11/11 6:58pm
ack'd ✓

Essay Question #1

Nicole M. Steele

Lakeview College of Nursing

September 8, 2011

Well written!
Professional, organized.
Needed a stronger link
to: why important.
49/50
Nice job!!

Nursing Leadership and Management

The facility that I work for is Provena United Samaritans Medical Center (PUSMC). Provena is a Catholic healthcare system that first opened its doors in 1882. Provena Health was formed in 1997. The ministries are sponsored by the Franciscan Sisters of the Sacred Heart, Servants of the Holy Heart of Mary, and the Sisters of Mercy of the Americas. The mission of Provena is to, "build communities of healing and hope by compassionately responding to human need in the spirit of Jesus Christ."

Provena is not unlike any other healthcare system that is constantly changing and adjusting to the current economic, social, and environmental changes that can occur. PUSMC is an acute care hospital and falls under the classification as an institutional provider. Yoder-Wise (2011) reveal that institutional providers have in common several characteristics that differentiate them from other healthcare organizations such as "types of services provided, length of direct care services provided, ownership, teaching status, and accreditation status."

PUSMC provides a variety of general services to the community in health needs. They offer an emergency room, a medical/oncology unit, a telemetry unit, an intensive care unit, and a medical/surgical unit. They also offer two specialty divisions: a Women's Health Center that offers comprehensive breast health, and the Cancer Center, which offers chemotherapy and radiation. PUSMC is an acute care hospital, warranting a stay of less than 30 days.

What about surg, ICU, Sleep Center, and all the other OP services? 😊

Provena Health is a private non-profit organization. Yoder-Wise (2011) define a not-for-profit organization as "voluntary agencies that are controlled by voluntary boards or trustees and provide care to a mix of paying and charity patients." PUSMC is required to serve people regardless of ability to pay. Provena's mission calls it to provide what they call "community

Why? all they didn't do it - could lose tax exempt status.

benefit” to those who are served. This offers treatment to specified community needs such as: “those in a low or negative margin, those in poverty, public health needs, and education or research that improves the overall health of the community.”

PUSMC does not have a teaching status. It is not affiliated with a school of medicine, nor does it offer clinicals to medical school programs. It does ^{however} offer teaching opportunities to local nursing schools. PUSMC is a member of The Catholic Health Association, The American Hospital Association, The Illinois Hospital Association, Vermilion Advantage, and Illinois HealthCares Vermilion County. They are licensed by the State of Illinois Department of Public Health. They are certified by the Center of Medicare and Medicaid Services. They are also accredited by the Joint Commission on Accreditation of Health Care Organizations, American College of Surgeons’ Commission on Cancer, American College of Radiology- Digital Mammography, and College of American Pathologists- Laboratory.

and Respiratory
and radiology
and pharmacy
and dietitians
etc.
Not just
nsg. schools

good
research!!

Leadership and management in nursing have significantly changed throughout the years, just as healthcare systems have. At one time, nurses did not need to be concerned with finances, human resources, and informatics. Job opportunities for nurses are increasing, and nurses need to have the knowledge and skills to correlate the care of the patient in response to environmental driving forces (Yoder-Wise, 2011).

Nice
link to
why
important
to know
your healthcare
org.

a little repetitive, but
the 2nd reference offers
support.

Craven and Hirnle (2009) emphasize that nurse managers need to familiarize themselves with human resource management, financial resources, and information resources. It is important to understand what direction a facility is taking to determine how you will lead and manage patients and employees. As a non-profit organization, PUSMC ^{leaders at Pusmc} has to be careful while budgeting because allowances for expendables are provided by charities and donations. Knowing how

much income is being accrued by the hospital, nurse managers are then able to develop budgets that accomplish unit goals.

Healthcare organizations are in a state of constant change, and nurse managers must be aware of external and internal factors affecting the change. Knowing the characteristics of your healthcare facility is necessary to determine what needs to be changed or strengthened. Nurse managers can then build off of that and begin to take steps toward the change. Since PUSMC is a non-profit organization, and takes many uninsured patients, the economic sustainability is-

must be managed / somewhat threatened.

monitored daily by leaders.

how many?

What is the % of uninsured charity care Medicaid/Medicoid?

Not just the uninsured but

A well-rounded nurse manager and leader use their skills in business knowledge to promote optimal health statuses with minimal use of resources. This calls for constant education among nurse managers and leaders so this type of care may be provided for. Managers must learn how to transition employees into a state of change in a way that does not cause fear or threat to status positions. "To implement change effectively, managers must assess the implications of any change for themselves and their followers and must intervene by providing needed communication, information, support, and involvement" (Craven & Hirnle, 2009).

So ... If you were a leader, manager, and/or effective follower at PUSMC ~ how would knowing about the healthcare organization improve your abilities to problem solve and make decisions? How would you prioritize expenses? Pt. safety, EE satisfaction, growth, marketing, utilization?? How would you lead w/ the right priorities? PUSMC's values (R.I.S.E.) provide some of this balance + Studer recommended pillars to support balanced approach to operational & service excellence (Finance, People, Service, Quality, Growth).

Resources

Craven, R. and Hirnle, C. (2009). Nurse Leader and Manager. *Fundamentals of nursing: Human health and function*. 6th Ed. Philadelphia, PA: Lippincott, Williams, and Wilkins

<http://www.provena.org/usmc/default.cfm>

Yoder-Wise, Patricia S. (2011). *Leading and Managing in Nursing* (5th ed.) St. Louis, MO: Elsevier.