

## Nursing Roles within an Organization



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## Objectives

- Characteristics of a manager & leader
- Leadership and management, functions/ process, effect in future nursing
- Leadership theories
- Formal & informal organizations, objectives, theory, structure, limitations, decision making
- Quality management & improvement, role of Joint Commission
- Risk management

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## Management



- The organization and coordination of the activities of a business in order to achieve defined objectives.
- The process of leading and directing all or part of an organization through the deployment and manipulation of resources.

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## Characteristics of a Manager

- Assigned position
- Legitimate source of power
- Specific responsibilities
- Emphasize control
- Manipulate people, environment, money, time, and other resources
- Greater formal responsibility and accountability
- Direct willing and unwilling subordinates



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## Management Functions/Process

1. Planning
2. Organizing
3. Staffing
4. Directing
5. Controlling



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## Leader



- The individual who are out front, taking risks, attempting to achieve shared goals, and inspiring others to action.
- The person who influences and guides direction, opinion, and course of action.

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## Characteristics of a Leader

- No delegated authority
- Wider variety of roles
- May be part of the formal organization
- Focus on group process, information gathering, feedback, and empowering others
- Emphasize interpersonal relationships
- Direct willing followers
- Goals that may or may not reflect those of the organization

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## Leadership Theories

- The Great Man /Trait
- Behavioral
- Situational & Contingency
- Interactional
- Transactional & Transformational
- Full-Range



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## The Great Man Theory/Trait Theory

- Some people are born to lead whereas others are born to be led.
- Great leaders will arise when the situation demands it.
- Trait theory: Certain characteristics or personality traits make them better leaders.

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## Behavioral Theories

- Authoritarian/Autocratic: Strong control
  - Democratic: Decision making involves others
  - Laissez-faire: Permissive, with little or no control
- (autonomy, decision making, control, status, communication, productivity, criticism, motivation, direction)

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## Situational & Contingency Theories

- Leadership styles should vary according to the situation or the individuals involved.
- The situation should determine the directives given after allowing everyone to know the problem (*law of situation*).

Contingency leadership/approach:

- No one leadership style is ideal for every situation.

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## Interactional Theories



- Leadership behavior is generally determined by the relationship between the leader's personality and specific situation.
- Leader and follower contributing to the working relationship and both receiving something from it.
- Leadership is a dynamic two-way process.
- Basic elements of leadership.

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## Interactional Theories...

Theory X	Theory Y	Theory Z
Dislike work-will avoid it	Intrinsically motivated	Consensus decision making
Take no responsibility	Seek responsibility	Strong bonds of responsibility
Only want money/security	Work hard to get rewards	Lifetime employment & slower promotions
Must be controlled & threatened	Self direction & self control	Holistic concerns for workers

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## Transformational Leadership

- Both leaders and followers have the ability to raise each other to higher levels of motivation and morality.
- The manager is committed, has a vision, and is able to empower others with this vision.
- Leads followers to levels of higher morals.

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## Transformational Leader

- Identifies common values
- Is a caretaker
- Inspires others with vision
- Has long-term vision
- Looks at effects
- Empowers others



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## Transactional Leader

- Focuses on management task
- Is committed
- Uses trade-offs to meet goals
- Does not identify shared values
- Examines causes
- Uses contingency reward



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## Full-Range Leadership Theory

### Factors:

1. Inspirational motivation
2. Idealized influence (attributed)
3. Idealized influence (behavior)
4. Intellectual stimulation
5. Individualized consideration
6. Contingent reward
7. Active management-by-exception
8. Management-by-exception passive
9. Non leadership

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## Integrating Leadership and Management Skills

### Traits:

1. Think in longer term
2. Look outward, toward the organization
3. Influence others beyond their own group
4. Emphasize vision, values, and motivation
5. Politically astute
6. Think in terms of change and renewal

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Leadership & Management: Effect  
in Future Nursing

- Knowledgeable, skilled, and competent
- Greater emphasis on business of health care
- Skilled communicators, organizers, and team builders
- Visionary & proactive
- Implement health-care reform and address a potential nursing shortage
- Recruitment, shared governance, high-quality practice

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Organizational Structure

Refers to the way in which a group is formed, its lines of communication, and its means for channeling authority and making decisions.

Formal

Provides a framework for defining managerial authority, responsibility, and accountability.

Informal

Is generally a naturally forming social network of employees.

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Organizational Theory

**Bureaucracy**

Characteristics:

- Clear division of labor
- Well defined hierarchy of authority
- Impersonality of interpersonal relationships
- System of procedures
- System of rules
- Employment and promotion

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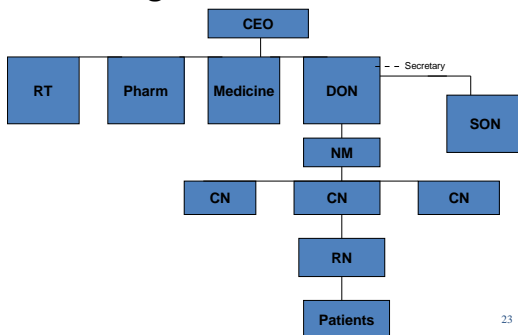
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## Components of Organizational Structure

- Relationships and chain of command
- Span of control
- Managerial levels
- Centrality

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## Organizational Chart



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## Relationships and Chain of Command

- **Horizontal lines** represent communication between people/positions with similar spheres of responsibility and power but different functions.
- **Vertical lines** denote the official 'chain of command', the formal paths of communication and authority.
- **Dotted or broken lines** represent staff positions.

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## Span of Control

- The number of people directly reporting to any one manager represents that manager's span of control and determines the number of interactions expected of him or her.
- Optimal span of control ranges from 3 to 50 employees.

25<sup>25</sup>

## Managerial Levels

- **Top-level managers:** Look at the organization as a whole, coordinating internal and external influences.
- **Middle-level managers:** Coordinate the efforts of the lower level of the hierarchy and are the channels between lower and top-level managers.
- **First-level managers:** Are concerned with their specific unit's work flow.

26<sup>26</sup>

## Centrality

- Location of a position on an organization chart where frequent and various types of communication occur.
- A middle manager has a large degree of centrality.

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## Limitations of Organization Charts

- Informal structure
- Authority
- Responsibility
- Accountability

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## Organizational Structures

- **Line structures:** Authority and responsibility are clearly defined
- **Ad Hoc design:** Facilitate completion of a project
- **Matrix structure:** Focus on product and function
- **Service line organization:** Address the shortcomings
- **Flat designs:** Remove hierarchical layers

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## Decision Making

1. **Centralized:** Managers at the top of the hierarchy make decisions.
  2. **Decentralized:** Diffuses decision making throughout the organization.
- **Stakeholders:** Have interests in what the organization does but may or may not have the power to influence the organization to protect their interest.

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## Organizational Culture & Climate

- **Organizational culture**
  - The total of an organization's values, language, traditions, customs, and sacred cows.
  - A system of symbols and interactions unique to each organization.
- **Organizational climate**
  - How employees perceive an organization is

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## Meeting the Client and Agency Goals

- **Philosophy** describes the beliefs, values, assumptions, and goals of the institution.
- **Policies** are general descriptions of the agency approach to achieve the agency's goals in an expedient manner.
- **Procedures** describe a specific process needed to complete a task.

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## Quality Control

Activities that are used to evaluate, monitor, or regulate services rendered to consumers.

### Hallmarks of effective QC programs

1. Support from top-level administration
2. Commitment by the organization
3. Goals reflect search for excellence
4. Ongoing process



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## Quality Control as a Process

### Basic Steps



- Criterion or standard must be
- Information is collected to determine if the standard has been met.
- Educational or corrective action is taken if the criterion has not been met.

### **Benchmarking:**

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## Auditing Quality Control

### Steps

- Establish control criteria
- Identify the information relevant
- Determine ways to collect information
- Collect and analyze the information
- Compare collected information
- Make a judgment about quality
- Provide information, take corrective action
- Reevaluation

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## Development of Standards

### Standard

- A predetermined level of excellence that serves as a guide for practice.
- Used as measurement tools, they must be objective, measurable, and achievable.

\* ANA scope and standards of practice & standards of professional performance

p #549

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## Audit

A systematic and official examination of a record, process, structure, environment, or an account to evaluate performance.

- Retrospective audits
- Concurrent audits
- Prospective audits



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## Audits...

- **Outcome audits** determine what results occur as a result of specific nursing interventions.
- **Process audits** measure how nursing care is provided.
- **Structure audits** assume that a relationship exists between quality care and appropriate structure.

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## Quality Improvement

### Total Quality Management (TQM)/ Continuous Quality Improvement (CQI)

- Individual is the focal element on which production and service depend.
- Empowerment of employees.
- Quality is more important than profit.

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## External Quality Control

### The Joint Commission

- QA program
  - ORYX
  - Sentinel events - p# 626,display 23.7
  - Core measures - p# 627,display 23.8
  - National patient safety goals (NPSG)
  - Medication reconciliation



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## External Quality Control...

### The Joint Commission

- **Role in hospital accreditation**
  - Offers an objective evaluation of an organization's performance
  - Stimulates the organization's quality improvement efforts
  - Enhances community confidence
  - Enhances professional recruitment
  - Influences liability insurance
  - Influences managed care contracts

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## Risk Management

- Attempts to analyze problems & losses after a patient care error occurs.
- Directed toward identifying, evaluating, and taking corrective action against potential risk that could lead to injury of a patient, staff, or visitor.



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## Risk Management...

### Functions

- Define situations that place the system at financial risk.
- Determine frequency of occurrences.
- Intervene and investigate identified events.
- Identify potential risk or opportunities to improve care.

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## Medical Errors



### Strategies to minimize medical errors

- Reporting and analyzing errors
- The leapfrog group
- A six sigma approach and lean manufacturing
- Reforming the medical liability system

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## References

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