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The World of Healthcare Employment

PROFESSIONAL ISSUES & TRENDS IN NURSING
NPT 7302

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NPT 7302 - Dr. Arnel



Understanding Organizations #1

- ❖ Structure: the way a group is formed, chains of command, lines of communication, decision processes
- ❖ Mission Statement and Philosophy
 - Outlines what the organization plans to accomplish
 - May include vision of what organization desires to be and do
 - Serve as standard against which performance can be evaluated



Understanding Organizations #2

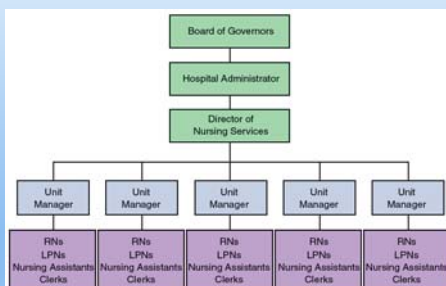
- ❖ Organizational Structure
 - Goal of seeking structure that is efficient while providing maximum cost-effectiveness
 - Bureaucracy
- ❖ Types of Structure
 - Centralized
 - Decentralized
 - Matrix



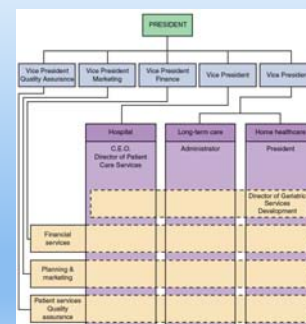
Understanding Organizations #3



Understanding Organizations #4



Understanding Organizations #5



Question #1

- ❖ Is the following statement true or false?
- ❖ Mission statements provide information about critical elements of the organization.



Answer to Question #1

- ❖ True
- ❖ Rationale: Mission statements provide information about critical elements of the organization. They explicitly outline the purpose of the organization and may also contain the philosophy and the vision or goals of the group. These statements serve as a benchmark against which an organization's performance may be evaluated.



Organizational Relationships #1

- ❖ Authority
 - Individual with power or right to take action, give directions or commands, make final decisions
- ❖ Accountability
 - Being obliged to answer for one's actions and at times the actions of others



Organizational Relationships #2

- ❖ Organizational Chart
 - Graphic, pictorial means of portraying roles and patterns of interaction among parts of the system
 - Can take different forms: formal or informal; narrow or broad span of control
- ❖ Chain of Command
 - Indicates path of authority or organizational hierarchy
- ❖ Channels of Communication
 - Usually reflect chain of command
 - *Looping* the system



Organizational Relationships #3

- ❖ Job Descriptions
 - Written statements describing duties and functions of the various jobs within the organization; scope of authority, responsibility, and accountability involved
 - Cross-training
 - Clinical ladders
- ❖ Policies, Protocols, Procedures, and Standards of Care
 - Basic information that should be available in print on each unit and online



Question #2

- ❖ Is the following statement true or false?
- ❖ Written job descriptions outline the roles and responsibilities for all employees.



Answer to Question #2

- ❖ True
- ❖ Rationale: Written job descriptions outline the roles and responsibilities for all employees and are a necessary and vital part of any organization.



Shared Governance #1

- ❖ Shared Governance Model
 - Nurses have organizational autonomy as reflected in control over their practice; have input into decision relating to client care
 - Involves concepts of equalitarianism, collegiality, and shared professional accountability
- ❖ Effect of Shared Governance on the Roles of the Manager and Staff Nurse
 - Change of roles; enables nurses to control their own practice



Shared Governance #2

- ❖ Pros and Cons of a Shared Governance Model
 - Models introduced to improve nurses' work environments, satisfaction, and retention
 - Magnet hospital designation recognizes concept is beneficial
 - Struggle to overcome traditional hierarchical management structures



Magnet Hospitals #1

- ❖ In late 1980s, studies were conducted to determine what factors resulted in hospitals attracting and retaining RNs.
- ❖ Characteristics of these hospitals were identified, and the awarding of Magnet status to hospitals that achieve these goals has resulted.
- ❖ The process is carried out under the auspices of the ANCC.
- ❖ Effect involves all departments and disciplines within the institution.



Magnet Hospitals #2

- ❖ Essentials of Magnetism
 - Support for education
 - Clinically competent coworkers
 - Autonomous nursing practice
 - Positive RN-MD relationships
 - Supportive nurse manager
 - Control over nursing practice
 - Adequate staffing
 - Culture that values concern for the client as paramount



Patterns of Nursing Care Delivery

- ❖ Case method
- ❖ Functional method
- ❖ Team nursing
- ❖ Total client care
- ❖ Primary care
- ❖ Modular care
- ❖ Partnership models
- ❖ Case management



Workplace Activities That Involve Negotiation #1

- ❖ Negotiation: exchange of ideas and values for purpose of reaching a mutual decision
- ❖ Grievance process
 - Problem-solving process
 - Complaints versus grievance
 - Open discussions help reduce number of grievances



Workplace Activities That Involve Negotiation #2

- ❖ Collective bargaining
 - Understanding basic concepts
 - Bargaining and negotiating
 - Interest-based bargaining
 - Concession bargaining
 - Unions and collective action
 - Contracts
 - Rules governing labor relations
 - Bargain in good faith
 - Unfair labor practice



Workplace Activities That Involve Negotiation #3

- ❖ Collective bargaining (cont.)
 - Settling labor disputes
 - Mediation and arbitration
 - Lockouts and strikes
 - Reinstatement privilege
 - What to look for in a contract (See Box 5.3)
 - Issues negotiated in contracts



Workplace Activities That Involve Negotiation #4

- ❖ Collective bargaining (cont.)
 - Issues related to collective bargaining and nursing
 - Collective action and professionalism
 - Representation for nurses
 - Activity of the ANA
 - Decision to join or not to join
 - Collective bargaining and the role of a supervisor
 - Changes in the number of bargaining units



Workplace Activities That Involve Negotiation #5

- ❖ Collective bargaining (cont.)
 - Changing trends with regard to collective bargaining
 - Thrust of collective bargaining in nursing
 - Elimination of unions and strike breaking
 - Impact of shared governance on collective bargaining
 - Looking to the future
 - Unknown; no easy answers



Question #3

- ❖ Is the following statement true or false?
 - ❖ Shared governance, a form of practice model that involves decision-making in which both the nursing staff and the management participate, results in a centralized organization.



Answer to Question #3

❖ False

❖ Rationale: Shared governance, a form of practice model that involves decision-making in which both the nursing staff and the management participate, results in a decentralized organization and often results in greater job satisfaction for nurses because they have more control over practice.

