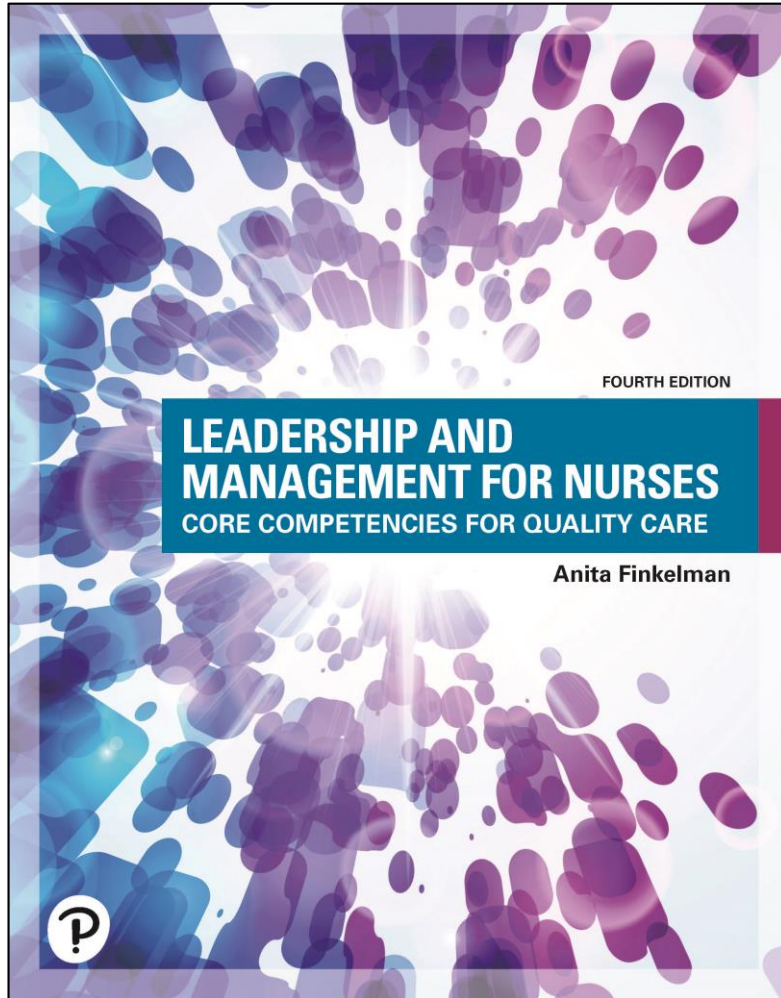


# Leadership and Management for Nurses: Core Competencies for Quality Care

Fourth Edition



## Chapter 4

### Organizational Structure for Effective Care Delivery

# What's Ahead

- Healthcare organizations are changing, but it is important to understand their historical development and theories of organization and structure. They are moving away from hierarchy and control.
- This also relates to critical topics such as leadership and management, change and decision making, collaboration, coordination, and coping with conflict, discussed in other chapters.

# Learning Outcome 1

Compare and contrast key organizational theories and the need for structure and process.

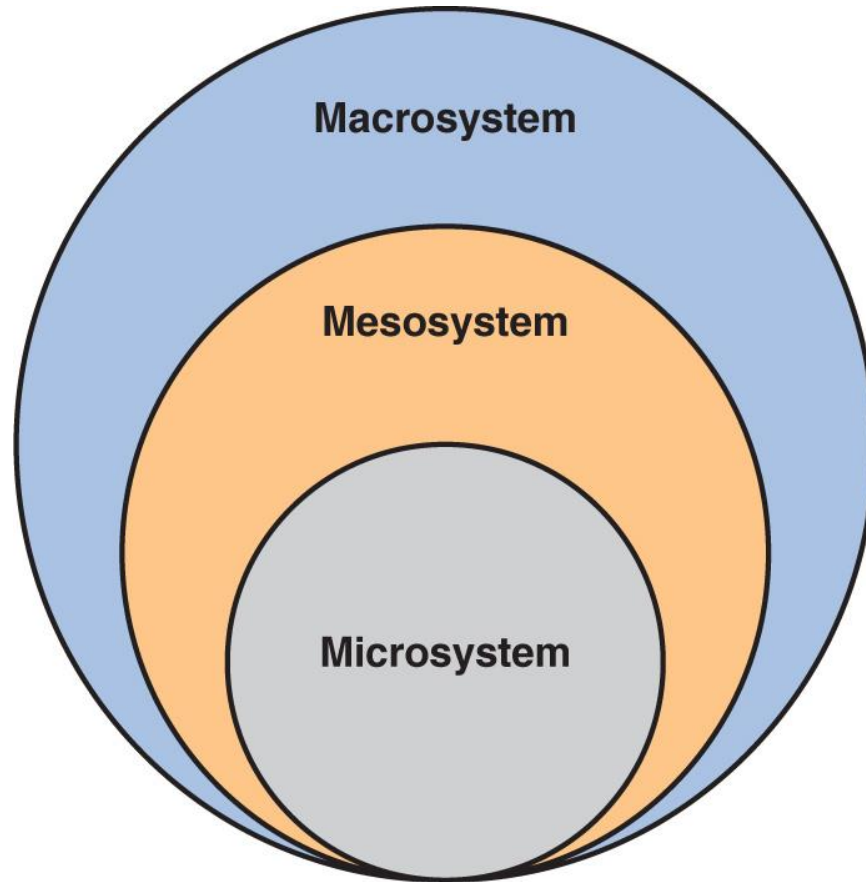
# Organizational Theories and Governance

- There are many theories to consider, and an understanding of their development is important
- Many theories are no longer applied but have influenced current theories

# Microsystem, Mesosystem, Macrosystem

- Current view of HCO organization used by many HCOs
- All three systems make up the total organization system

# Figure 4-2 Microsystem, Mesosystem, Macrosystem



# Service-Line Organization

- Group activities according to product or service
- Emphasis on interprofessional

# Box 4-2 Elements of Organizational Structure

- Vertical structure
- Horizontal structure
- Line authority or chain of command
- Staff authority
- Span of control
- Centralized or decentralized
- Departmentalization



# Box 4-3 Elements of Organizational Process

- Planning
- Decision making
- Delegation
- Coordination
- Collaboration
- Communication
- Evaluation

# Healthcare Organizations

- Three levels of care
  - Primary care
  - Secondary care
  - Tertiary care

# For-Profit and Not-For-Profit Organizations

- What are the differences and similarities?
- Impact on decision making

# Marketing

- An important function of organizations
- Product, promotion, price, place
- Understanding a marketing plan

# Box 4-5 The Four Ps of Marketing

1. Product
2. Promotion
3. Price
4. Place

# Healthcare Providers: The Interprofessional Team (1 of 3)

- Registered nurse
- Advanced practice registered nurse and clinical nurse specialist
- Certified registered nurse anesthetist
- Certified nurse-midwife
- Clinical nurse leader
- Doctor of nursing practice
- Physician

# Healthcare Providers: The Interprofessional Team (2 of 3)

- Licensed practical/vocational nurse
- Unlicensed assistive personnel
- Registered dietitian
- Social worker
- Occupational therapist
- Speech-language pathologist
- Physical therapist
- Pharmacist

# Healthcare Providers: The Interprofessional Team (3 of 3)

- Respiratory therapist
- Chiropractor
- Paramedical technologist
- Physician assistant
- Nontraditional providers



# Complementary and Integrative Health (1 of 2)

- Nontraditional healthcare providers have become more important as consumers have increased their use of complementary therapies and integrative health interventions

# Complementary and Integrative Health (2 of 2)

- Examples include:
  - Massage therapy
  - Herbal therapy
  - Healing touch
  - Energetic healing
  - Acupuncture
  - Acupressure

# Learning Outcome 2

Apply the process for analyzing an organization and its elements.

# Organizational Analysis

- Integration of vision and mission into the organization's structure
- Description of corporate culture and historical determinants
- Structural design
- Decision-making patterns
- Communication patterns
- Alignment of goals across subsystems

# Analysis of Organizations (1 of 2)

- Incorporation of quality and safety as a value
- Use of human resources
- Effective financial and information infrastructure planning
- Information management
- Organizational responsiveness to change

# Analysis of Organizations (2 of 2)

- Organizational readiness for multicultural world
- Effective leadership
- Assessment of future organizational challenges and opportunities

# Learning Outcome 3

Compare and contrast different nursing care models discussed in this chapter.

# Professional Nursing Practice Within Nursing Models of Care

- AONE assumptions for future patient care delivery
- Five IOM core healthcare profession competencies
- Autonomy, responsibility, delegation, and accountability
- Nursing models help to identify and describe nursing care



# Total Patient Care/Case Model

- Oldest method
- Nurse cares for patient the entire shift
- Limited if there is no emphasis on consistency across shifts

# Functional Nursing

- Task-oriented
- Risk of fragmented care, staff dissatisfaction, decreased individualized care

# Team Nursing

- Team provides total care to group of patients
- Greater emphasis today on consistency and continuity of care along with collaboration, coordination, and patient-centered care

# Primary Nursing

- Primary nurse provides care
- Plans 24-hour care
- Changes in primary nursing over time

# Care and Service Team Models

- Empowered staff
- Interprofessional collaboration
- Skilled workers
- Case management

# Complementary Models

- Emphasis on direct care
- Long-term cost

# Case Management Model

- Population-focused care
- Goal is to integrate a continuum of clinical services

# Interprofessional Practice Model

- Newer model
- Connection to IOM/NAM core competencies
- Independence with collaboration
- Decreased fragmentation in a complex care system



# Synergy Model of Patient Care™

- Newer model
- Associated with the American Association of Critical Care Nurses
- Patient characteristics
- Nurse competencies

# Patient Navigation

- Newer model
- Helped at-risk cancer patients
- Reducing health disparities

# ACA and New Models

- Accountable care organization (ACO)
- Medical/health homes
- Nurse-managed health clinic (NMHC)

# Shared Governance: Key Advantages (1 of 2)

- Empowerment
- Control over professional practice
- Influence over resource allocation
- Formal authority
- Participation in decision making
- Access to information
- Ability to set goals and negotiate conflict

# Shared Governance: Key Advantages (2 of 2)

- Accountability
- Responsibility
- Collaboration and greater decentralized decision making

# Shared Governance: Key Components

- Practice
- Quality
- Education
- Peer process/governance
- Transformational leadership enhances shared governance

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