

# Chapter 4

## Managerial Decision Making

# Categories of Nursing Decisions

- Clinical
- Managerial

# Definitions

- Decision making
- Decision-making environment
- Clinical judgment
- Clinical reasoning
- Clinical decision making
- Managerial and organizational decision making

# Decision-Making Models

- Nursing process
- Tanner's clinical judgment model
- DECIDE model
- Decision-making model dependency model (DMD)

# Decision Making Process

- 7 Steps of Problem Solving

- Define the problem.
- Gather information.
- Determine the overall goal/desired outcome.
- Develop solutions.
- Consider the consequences.
- Make a decision.
- Implement and evaluate the solution.

# Clinical Decision Making

- Documentation
- Medication administration
- Intravenous medication delivery
- Triage decisions
- Prioritization

# Managerial/Organizational Decision Making

- Resources
  - Financial
  - Ethical
  - Human

# Decision-Making Tools

- Shared governance
- Evidence-informed decision making
- Pilot projects
- SBAR
- Simulation
- Data analytics
- Decision support systems



# Leadership and Management Implications

- Strategies for Decision Making
  - Direct intervention
  - Indirect intervention
  - Watchful waiting
  - Collaboration and consultation
  - Facilitation
  - Modeling
  - Use of computerized informatics
  - Cognitive work flow analysis

# Current Issues and Trends

- Decision making will involve:
  - Creativity
  - Innovation
  - Quality
  - Safety
  - Controlling costs

# Question #1

SBAR is used in health care institutions to improve health team communication. Which patient population benefits most from clinicians who use SBAR?

- A. Acute care patients
- B. Long-term care patients
- C. Surgical patients
- D. Rehabilitation patients