

Objectives

- Define the term delegation.
- Define the term unlicensed assistive personnel.
- Describe the five rights of delegation.
- Understand the legal implications of making assignments to other healthcare personnel.
- Recognize barriers to successful delegation and leadership.
- Define leadership/compare and contrast: types and styles.
- Make appropriate assignments to team members.
- Discuss basic entitlements of individuals in the workplace

Definitions

- Accountability is the taking of legal responsibility for an action.

Definitions (continued):

- Responsibility includes concepts such as reliability, dependability, and obligations to perform professionally.

Definitions (continued):

- Authority is the right, and the official power invested in a position, that an organization gives a designated employee to perform certain tasks.

Definitions (continued):

- Leadership: guiding, directing, teaching, and motivating to goal setting and for achievement.
- Management: resource coordination and integration to accomplish specific goals.

Definitions (continued):

- Professionalism: an approach to an occupation that distinguishes it from merely a job, focuses on the ideal of service, follows a code of ethics, and is seen as a lifetime commitment.

Definitions (continued):

- Leadership styles are defined as different combinations of task and relationship behaviors used to influence others to accomplish goals.

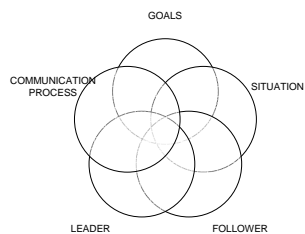
Definitions (continued):

- Followership is an interpersonal process of participating by following.
- Empowerment instills a belief and confidence in one's ability to achieve

Levels of Leadership



Five interwoven aspects of LEADERSHIP



Two critical skills needed to enhance professional practice include:

- #1 Skill at interpersonal relationships

Two critical skills needed to enhance professional practice include:

- #2 Skill of applying the problem-solving process:
 - which involves the ability to think critically
 - to identify problems
 - to develop objectivity
 - a degree of maturity or judgment

Are you a transactional leader?

- This type of leader functions best in a caretaker role focusing on day to day operations.

Or, Are you a Transformational leader?

- This type of leader motivates followers to perform to their full potential and provides a sense of direction.
 - Burns, 1978.

Three styles of Leadership

- Authoritarian: direct and controlling behaviors, good in crisis situations)

Three styles of Leadership
(continued)

- Democratic: team approach, the leader facilitates and shares responsibility for decision making

Three styles of Leadership
(continued)

- Laissez-faire: non-controlling easy going (good with highly educated independent followers)

- a new graduate RN has the same accountabilities and responsibilities as a more experienced RN...
 - it is generally understood, however, that new graduates will gradually develop their delegation duties under the mentorship of a more experienced RN.

- By definition, delegation is the reassigning of responsibility for the performance of a job from one person to another...
 - although the responsibility for the task is transferred,
 - the *accountability* for the process or *outcome* of the task remains with the *person delegating* the activity.

Direct vs Indirect Delegation

- **Direct delegation** is usually “verbal direction by the RN regarding an activity or task in a specific nursing care situation”
 - (ANA, 1996, p.15)

Direct vs Indirect Delegation (continued):

- **Indirect delegation** is... “an approved listing of activities or tasks that have been established in P & P of the health care institution or facility”
 - (ANA, 1996, p.15)

■ **DO NOT
CONFUSE
DELEGATION
WITH
SUPERVISION**

The Five Rights of Delegation

- 1. Right Task
- 2. Right Circumstances
- 3. Right Person
- 4. Right Direction/Communication
- 5. Right Supervision/Evaluation

The Need for Delegation: Nursing Shortage/UAP's

- Unlicensed Assistive Personnel are individuals who are trained to function in assistive role to the RN
 - provide patient care activities as *delegated* by, and under the *supervision* of, the RN.

- Although some of these individuals may be certified (ie: CNA-Certified Nursing Assistant) it is important to remember that certification differs from licensure.
 - When a task is delegated to a unlicensed person, the *professional nurse* remains *personally responsible* for the outcomes of these activities. (ANA, 1994)

Criteria for determining which patient care **activities** can be **delegated** to other personnel:

- Potential for harm to the patient
- Complexity of the nursing activity
- Extent of problem solving and innovation required
- Predictability of outcome
- Extent of interaction

Task-Related Concerns

- Ability
- Priorities
- Efficiency
- Appropriateness

Relationship-Oriented Concerns

- Fairness
- Learning Opportunities
- Health
- Compatibility
- Preferences

Basic Entitlements of Individuals in the Workplace

- Professionals in the workplace are entitled to:
 - Respect from others in the work setting
 - A reasonable and equitable workload
 - Wages commensurate with job
 - Determine his or her own priorities
 - Ask for what he or she wants

Basic Entitlements of Individuals in the Workplace (continued):

- Professionals in the workplace are entitled to:
 - Refuse without guilt
 - Make mistakes and be accountable for them
 - Give and receive information as a Professional nurse
 - Act in the best interest of the patient
 - BE HUMAN

Barriers to Delegation

- Experience Issues
- Licensure Issues
- Quality-of-Care Issues
- Assigning Work to Others:
 - “I’ll do it myself!”
 - “She could never do that!”
 - “If I don’t do it...I’ll lose my skills”
 - “You can do the paper work I’d rather be at the bedside...”

Behaviors of an effective Leader

- Thinking critically
- Solving problems
- Respecting the Individual
- Listening to others and communicating skillfully.....

EFFECTIVE LEADERS
ARE EFFECTIVE
DELEGATORS

Skillful communication includes the following....

- Encouraging the exchange of information
- Providing Feedback
- Setting specific goals and communicating a vision for the future
- Developing oneself and others

Elements to consider in Delegation

- State nurse practice act
- Other legal definitions of practice
- Nursing professional standards
- Agency policy and procedure

Elements to consider in Delegation (continued):

- Knowledge and skill of personnel
- Individual strengths and weaknesses
- National Council of State Boards of Nursing
 - <http://w.w.w.ncsbn.org> has a decision-making tree, and additional information

Patient care needs: RN skills

- Assessment
- Nursing diagnosis
- Planning care
- Implementing nursing and other medical orders
- Medications
- IVs/blood administration
- Sterile administration procedures
- Teaching
- Evaluation

Patient care needs: LPN skills

- Vital Signs
- Passing medication/removing sutures/maintaining IV lines/some IV meds depending on state Nurse Practice Act and institutions policy and procedure
- Physical care
- Teaching from standard care plan

Patient care needs: Ancillary Personnel

- Physical Therapy
- Occupational Therapy
- Nutrition/ Dietary
- Speech

Direct Patient care needs: UAP's

- Feeding/Drinking
- Hygiene/Grooming/Toileting
- Physical care/Ambulation
- Dressing
- Socializing
- Positioning/Bed making
- Specimen Collection
- I&O Urine check for glucose
- Vital Signs/Documentation

Indirect Patient care needs: UAP's

- Providing a clean environment
- Providing a safe environment
- Providing companion care
- Providing transport for non-critical patients
- Assisting with stocking nursing units
- Providing messenger and delivery services

- As a professional standard for all nurses in all states, the assessment, analysis, diagnosis, planning teaching, and evaluation stages of the nursing process may not be delegated.

•Delegated activities usually fall within the implementing phase of the nursing process.

Tools to develop Delegation Skills

- Delegation Decision-Making Grid:
 - this grid acts like a tool to help nurses delegate appropriately
 - it provides a scoring instrument for seven categories that the nurse should consider when making delegation decisions.
 - AACN, 1990(Tappen, 1998. p.49

Criteria for determining which patient care activities can be delegated to other personnel

- Level of patient acuity
- Level of UAP capability
- Level of Licensed nurse capability
- Possibility for injury

Criteria for determining which patient care activities can be delegated to other personnel (continued):

- Number of times the skill has been performed by the UAP
- Level of decision-making needed for the activity
- Patient's ability for self-care

On to clinical groups, and case studies for the completion of this lab session.....REMEMBER !!

- Delegator's Check List
 - Develop a good attitude
 - Decide what to delegate
 - Select the right person
 - Communicate responsibilities
 - Grant authority
 - Provide support
 - Monitor the delegation
 - Evaluate

- HAVE A FUN
- SUMMER!