

# [Nursing – flashcard test answers](https://assignbuster.com/nursing-flashcard-test-answers/)

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| Question | Answer |
| authority | the legitimate right to direct others given to a person by the employer through an authorized position such as manager or administrator |
| external customers | people in need of services from an organization who are not employed gy the organization including patients family members physicians students payers discharge planners and other groups that are a source of patiient referrals |
| health care organization | any business company institution or facility eg.. hospital home health agency ambulatory care clinic health insurance company nursing home engaged in providing health care services or products |
| internal customers | people employed by the organization to provide services to various gorups and individuals across the organization nruses and other ptient care staff adminsitrators social workers dietitians therapists housekeeping staff and clerical support staff |
| leadership | the act of guidng or influencing people to achieve desired outcomes occurs any time a person attemptos to influence the beliefs opinions or behaviors of an individual or gorup |
| management | coordination of resources such as time people and supplies to achieve outocmes involves problem solving and decision making processes |
| organizational chart | a visual pitcute of the organization that identifies lines of communication and authority |
| productivity | the amount of output or work produced home visits made by a specific amount of input or resources nrusing ours worked |
| resources | personnel time and supplies needed to accomplish the goals of the organization |
| managers m | maintain control of the day to day operations of a defined area of responsibility to achieve established goals and objectives |
| nurse manager | appointed management position within the organization with responsibilities to perfrom administrative tasks such as planning staffing performing employee performance review |
| leadership | ability to guide or influence others |
| management | coordiantion of resources time people supplies to achieve outcomes |
| people are led | whereas activities and things are managed |
| authority | legitimate right to direct others and given to a eprson by the organization through an authorized position such as nurse manager |
| power | ability to motivate people to get things done with or without the formal right granted by the organization |
| primary sources of power | 7 of them: reward power; coercive power; legitimate power; referent power; expert power; information power; connection power |
| reward power | comes from ability to reward othres for complying and may include money desired assignments acknowledgement |
| coercive power | opposite of reward power based on fear of punishment for failure to comply withheld pay increases undesired assignments verbal and written warnigns and termination |
| legitimate power | based on official position in organization; manager has right to influence staff members and staff has an obligation to accept that influence |
| referent power | comes form the followers identification with the leader; able to influence because of their desire to be like their nurse manager |
| expert power | based on knowledge skills and informaiton nurses who have expertise in areas such as physical assessment or technical skills or who keep up with current information on important topics willg ain respect and compliance from others |
| information power | persons possession of information that is needed by others |
| connection power | based on a persons relationship or affiliation with other people who are perceived as being powerful |
| informal power | personal relationships being in right place at right time personal characteristics |
| Leadership trait theory | leaders were born with leadership characteristics intelligence alertness dependability energy drive enthusiasm ambition decisiveness self confidence cooperativeness ande technical mastery |
| interactional leadership theories | depends on several variables organizational culture values of the leader and values fo the followers influecnce of leader or manager complexities of the situation work to be accomplished and environment |
| Transformational leadership | two types transactional leader who is concerned with day to day operations and the transformaitonal leader who is committed to organizational goals has a vision and is able to empower others with that vision |
| hersey and blanchard identified three major areas required for effective leadership | technical skills clinical expertise and nursing knowledge. human skills ability and judgement to work with people in an effective leadership role; conceptual skills ability to undersand the complexities of the overall organizaiton |
| conceptual skills | the ability to understand the complexities fo the overall organization and to recognize how and where ones own area of management fits into the overall organizaiton |
| three prevalent management behavior styles were identified | authoritarian democratic and laissez faire |
| autocratic manager | makes all deciisons with no staff input and uses the authority of the position to accomplish goals. |
| laissez faire | provides little direction or guidance and will forgo decision making |
| democratic | referred to as participative management becuase of its basic premise of encouraging staff members to participate in decision making |
| organizational theory | provides a framework for understanding complex organizations; bureaurcarcy theory systems theory and chaos theory |
| webers theory of bureaucracy | authority right to issue commands based on rules and rights granted by virtue of management position rules instead of individual competency instead of favoritism failed to recognize complexity |
| systems theory | organizations as a set of interdependent parts that together form a whole anything that affects the funcitoning of one aspect will affect other parts of organization |
| open systems | organization not only affected by internal changes among its parts but also external environmental forces will have direct influence on organization and vice versa internal affect external |
| closed systems theory | system as being totally independent of outside influences which is unrealistic view of health care ortganization |
| chaos theory | degree of order can be attained by viewing complicated behaivors as predictable variation is a normal part of managing nurse manager knows that staff absences as a reuslt of illness sick children and family emergencies are fact of life cultural diversity |
| five major management functions | planning organizing staffing directing and controlling |
| planning | goals and objectives develop policies and procedures evaluation methods |
| organizing | identfy the management structure and to accomplish work determin communicaiton process coordinate people time and work |
| staffing | activities to have qualified people accomplish work recuriting hriing train scheduling and ongoing staff development |
| directing | encourage employees to accomplish goals and objectives and involves communicating delegating motivating and managing conflict |
| controlling | perform employee performance reviews analyzing financial activities and monitoring quality of care |
| effective planning | mission statement and philoosophy of the organization organizational strategic plan goals and objectives for the entire organization oeprational plan for unit or facility |
| mission and philosophy | the mision statement foundaiton of planning for any organizaiton prupose of the organizaiton and reason it exists |
| philosophy | set of values and beliefs that guides the actions of the organization and thus serves as the basis of all planning |
| strategic planning | long range planning in depth analysis of the business communitya and regulaatory and political enviornment customer and pateint needs technologic changes and strengths problems and weaknesses internal to organiztion |
| prupose of strategic plannng are to | identify strategies to respond to changes in customer needs technology health care legislation the business environment and the community dedicate resources to important services and new programs eliminate duplicaiton waste and underused services |
| strategic plan | document dtails organizational goals allocates resources assigns responsibilities and determines time frames upper level management |
| goals and objectives | state the actions necessary to achieve the strategic plan and are central to the entire management process should be measurable observable and realistic goals |
| objectives | more specific and detail how a goal will be accomplished wth an established target date |
| goals and objectives | serve as the managers road map est in strategic planning process |
| operational planning | short range planning for medical surgical unit overlal patient to staff raito of 6: 1 |
| organizing= | necessary to establish a formal structure that defines the lines of authority communciation and decision amking within an organization defene roles and reswponsibilities of each level of management= |
| organizing involves | using resources people supplies time wisely assigning duties and responsibilities appropriately coordinating activities with other departments effectively communciating with subordinates and superiors to ensure a smooth work flow |
| staffing | nuber and type of staff; recurit interview select; staff development resources to orient train and socialize staffr development program flexible scheduling |
| distributive justice | perceived fairness of workload rather than actual workload and perceived fairness of the salary rather than the acutal salary |
| high grop cohesion | the degree to which employees have friends and feel a sense of team camaraderie in the immediate work setting |
| productivity | amount of work produced thru the use of a specific amount of resources and is measured as output divided by input= number of nursing hours worked over a 24 hour period divided by patient census is a standard productivity measurement used by many hospitals |
| directing | direct personnel and activities to accomplish goals issuing assignments and insturctions that allow workers to clearly understand what is expected in addition to guiding and coaching workers to achieve planned goals |
| motivaiton | inner drive that compels a person to act in a certain way |
| positive reinforcement | be specific occur as close as possible to time of the achievement be spontaneous and unpredictable and be given for a genuine accomplishment |
| role modeling | demonstrate values and ways of thinking and acting that are considered ideal for that role |
| nurse managers need | effective communication and conflict management skills delegation skills and team building skills |
| controlling | ensure employees accomplish goals maintain high performance; establish performance or outcome standards determine aciton plan to improve organziational performance evaluate employee performance thru performance appraisals and feedback |
| establishing performance standards | comparison between actual and desired work performance |
| nurses can draw on resources for est performance standrads | written organizational policies and procedures standards for the practice of prof nrusing ana scope and standards of diabetes nrusing practice |
| evaluating employee performance | formal annual evaluation process and thru frequent feedback and coaching day to day feedback ongoing documentationn |
| routine performance evaluations | mutual goal setting designed to meet the employees training educational and work improvement needs |
| external customers | are not employed by the organization and include patients and families in addition to physicians and other employees in facilities that serve as referral sources for new patient |
| internal customers | employed by the organization and may include patient care staff members staff members of otehr departments administrators social workers dietitians and therapists |
| customer service standards | customer defines standards for customer service individual preferences are valued meet customer needs |
| team | group of people organized to accomplish the work of an organization |
| team | clearly defined goals and should be empowered to make decisions within its realm of responsibiliity |
| synergy | ability of gorup working together to accomplish significantly more than each person working individually |
| create synergy | teams must have defined goals and objectives a commitment to work together good communication and a willingness to cooperate |
| imp step in team building | managing emotional patterns and negative moods |
| change agent | a person skilled in theory and implementation of planned changed to deal appropriately with these very real emotions and to connect and balance all aspects of the organization that will be affected by that change |
| rules for change | change should be implemented only for good reason; change should always be planned and implemented gradualy never unexpected or abrupt all who may be affected by the change should be involved in planning for hte change |
| effective change strategies | three stages unfreezing stage; moving stage and refreezing stage |
| unfreezing stage | promotes probelm identificaiton and encourages awareness change believe that improvement s possible before willing to consider change; gather informaiton about problem; assess the problem decide if changenecessary make others aware fo the need for change |
| moving stage | clarifies need to change defiens goals and objectives plans the change identify areas of support and resistance; set goals and objectives include everyone affected in the planning develop an change plan with targe date; implement; support; evaluate |
| refreezing stage | integrates change organization recognized as the status quo. if not completed people may drift into old behaviors require and enforce compliance with changed processes; support othrs untile the change is no longer viewed as new but as part of status |
| clinical consultant | resource for clinical advice assess difficult or unusual pateint cases |
| staff developer | need for learning and training opportunities to enhance professional and personal growth for all employees accessing resources and plan staff development |
| mentor | mentor to new nurses help them dvelop |
| corporate supporter | embrace the mission goals and objectives of employing organization |