

Nursing – flashcard test answers



**ASSIGN
BUSTER**

Question	Answer
authority	the legitimate right to direct others given to a person by employer through an authorized position such as manager administrator
external customers	people in need of services from an organization who are employed by the organization including patients family members physicians students payers discharge planners and others that are a source of patient referrals
health care organization	any business company institution or facility eg.. hospital health agency ambulatory care clinic health insurance company nursing home engaged in providing health care services products
internal customers	people employed by the organization to provide services various groups and individuals across the organization nurses and other patient care staff administrators social workers dietitians therapists housekeeping staff and clerical support
leadership	the act of guiding or influencing people to achieve desired outcomes occurs any time a person attempts to influence beliefs opinions or behaviors of an individual or group
management	coordination of resources such as time people and supplies to achieve outcomes 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 specific amount of input or resources nrusing ours worke
resources	personnel time and supplies needed to accomplish the g the organization
managers m	maintain control of the day to day operations of a define responsibility to achieve established goals and objectives
nurse manager	appointed management position within the organization responsibilities to perfrom administrative tasks such as p staffing performing employee performance review
leadership	ability to guide or influence others
management	coordiantion of resources time people supplies to achiev outcomes
people are led	whereas activities and things are managed
authority	legitimate right to direct others and given to a eprson by organization through an authorized position such as nurs manager
power	ability to motivate people to get things done with or with

formal right granted by the organization

7 of them: reward power; coercive power; legitimate power

primary sources of power referent power; expert power; information power; connection power

reward power comes from ability to reward others for complying and motivating
include money desired assignments acknowledgement

coercive power opposite of reward power based on fear of punishment for not
to comply withheld pay increases undesired assignments
and written warnings 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 from the followers identification with the leader; a leader's
influence because of their desire to be like their nurse manager

expert power based on knowledge skills and information nurses who have
expertise in areas such as physical assessment or technical skills
or who keep up with current information on important topics
gain 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 p characteristics
Leadership trait theory	leaders were born with leadership characteristics intellig alertness dependability energy drive enthusiasm ambitio decisiveness self confidence cooperativeness ande techn mastery
interactional leadership theories	depends on several variables organizational culture valu leader and values fo the followers influecnce of leader on manager complexities of the situation work to be accom and environment
Transformational leadership	two types transactional leader who is concerned with day operations and the transformaitonal leader who is comm organizational goals has a vision and is able to empower with that vision
hersey and blanchard identified three major areas required for effective leadership	technical skills clinical expertise and nursing knowledge. skills ability and judgement to work with people in an eff 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

management fits into the overall organization

three prevalent

management behavior

styles were identified

authoritarian democratic and laissez faire

autocratic manager

makes all decisions 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 because of its basic premise of encouraging staff members to participate in decision making

organizational theory

provides a framework for understanding complex organizations. includes bureaucracy theory systems theory and chaos theory

webers theory of

bureaucracy

authority right to issue commands based on rules and regulations 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 functioning of one aspect will affect other parts of organization

open systems

organization not only affected by internal changes among

	parts but also external environmental forces will have di influence on organization and vice versa internal affect e
closed systems theory	system as being totally independent of outside influence is unrealistic view of health care organization
chaos theory	degree of order can be attained by viewing complicated behaviors as predictable variation is a normal part of ma nurse manager knows that staff absences as a result of i sick children and family emergencies are fact of life cultu diversity
five major management functions	planning organizing staffing directing and controlling
planning	goals and objectives develop policies and procedures ev methods
organizing	identify the management structure and to accomplish wo determin communication process coordinate people time work
staffing	activities to have qualified people accomplish work recur hiring train scheduling and ongoing staff development
directing	encourage employees to accomplish goals and objective involves communicating delegating motivating and man conflict

controlling	perform employee performance reviews analyzing financial activities and monitoring quality of care
effective planning	mission statement and philosophy of the organization organizational strategic plan goals and objectives for the organization operational plan for unit or facility
mission and philosophy	the mission statement foundation of planning for any organization purpose of the organization 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 community and regulatory and political environment and patient needs technological changes and strengths and weaknesses internal to organization
purpose of strategic planning are to	identify strategies to respond to changes in customer needs technology health care legislation the business environment the community dedicate resources to important services new programs eliminate duplication waste and underuse services
strategic plan	document details organizational goals allocates resources responsibilities and determines time frames upper level management
goals and objectives	state the actions necessary to achieve the strategic plan

	central to the entire management process should be measurable, observable and realistic goals
objectives	more specific and detail how a goal will be accomplished 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 overall patient care staff ratio of 6: 1
organizing=	necessary to establish a formal structure that defines the authority communication and decision making within an organization define roles and responsibilities of each level of management=
organizing involves	using resources people supplies time wisely assigning duties and responsibilities appropriately coordinating activities within departments effectively communicating with subordinates and superiors to ensure a smooth work flow
staffing	number and type of staff; recruit interview select; staff development resources to orient train and socialize staff development program flexible scheduling
distributive justice	perceived fairness of workload rather than actual workload perceived fairness of the salary rather than the actual salary

high group 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 hospitals
directing	direct personnel and activities to accomplish goals issuing assignments and instructions that allow workers to clearly understand what is expected in addition to guiding and motivating workers to achieve planned goals
motivation	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 if goals are met plan to improve organizational performance evaluate employees

	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 practice of prof nrusing ana scope and standards of diab nrusing practice
evaluating employee performance	formal annual evaluation process and thru frequent feed and coaching day to day feedback ongoing documentati
routine performance evaluations	mutual goal setting designed to meet the employees tra educational and work improvement needs
external customers	are not employed by the organization and include patient 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 c members staff members of otehr departments administr social workers dietitians and therapists
customer service standards	customer defines standards for customer service individ 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 responsibility
synergy	ability of group working together to accomplish significant 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 change changed to deal appropriately with these very real emotions 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 gradually never unexpected or abrupt all who may be affected by the change should be involved in planning for the change
effective change strategies	three stages unfreezing stage; moving stage and refreezing stage
unfreezing stage	promotes problem identification and encourages awareness change believe that improvement is possible before willing to consider change; gather information about problem; assess problem decide if change necessary make others aware of

	need for change
moving stage	clarifies need to change defines goals and objectives plan change identify areas of support and resistance; set goals objectives include everyone affected in the planning develop change plan with target date; implement; support; evaluate
refreezing stage	integrates change organization recognized as the status not completed people may drift into old behaviors require enforce compliance with changed processes; support others the change is no longer viewed as new but as part of standard
clinical consultant	resource for clinical advice assess difficult or unusual patient cases
staff developer	need for learning and training opportunities to enhance professional and personal growth for all employees access resources and plan staff development
mentor	mentor to new nurses help them develop
corporate supporter	embrace the mission goals and objectives of employing organization