

MANAGEMENT ISSUES IN CRITICAL CARE

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Executive Editor: Don Ladig

Developmental Editor: Robin Carter Project Supervisor: Barbara Merritt

Editing and Production: Carlisle Publishers Services

Design: Laura Steube

Cover Design: Julie Taugner

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Printed in the United States of America

Mosby-Year Book, Inc. 11830 Westline Industrial Drive St. Louis, MO 63146

Library of Congress Cataloging-in-Publication Data

Management issues in critical care / [edited by] Carole Birdsall

p. cm.

Includes bibliographical references and index. ISBN 0-8016-6071-8

1. Intensive care nursing—Management. 1. Birdsall, Carole.

[DNLM: 1. Administrative Personnel. 2. Critical Care—

organization and administration. 3. Personnel Management. [WY

154 M266]]

RT120.I5M35 1991

362.1′73′068 – dc20 DMLM/DLC

for Library of Congress

90-13680

CIP

To my mother Gloria Curran Wallace

for her strength, direction, and caring over many years of sharing and being.

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PREFACE

In the current cost-conscious economic environment, one thing is certain: ongoing change. As hospitals and other health care delivery systems continue to evolve in the 1990s, nurse managers and practitioners who want to be nurse managers require practical information written by experts who manage critical care units. This book is written for nurse managers who need a ready reference to make effective, meaningful change in their units. In addition, many practitioners who want to move up into management can use the book to plan their careers as managers. The authors of each chapter are experts in their fields and have practical leadership and management experience. All were selected because of their experience and willingness to share their knowledge.

The original concept for this book emerged from a continuing education program presented by the New York City Chapter of American Association of Critical-Care Nurses (AACN). This program was developed to address current management concerns. It became obvious that a reference book was needed to help managers succeed in the changing practice environment.

ORGANIZATION

Management Issues in Critical Care is organized into three units of 21 chapters. Unit I, Developing People Skills, includes an introductory chapter on planning a successful career and four chapters that identify different key concepts needed by managers to provide a working environment that fosters team work. Chapter 1, Career Development, provides an overview of planning and making the right moves to move up in management. Chapter 2, A Climate for Caring, introduces the concept that the manager is pivotal in creating a positive work environment. Chapter 3, Facilitating Job Satisfaction, builds on this concept and identifies behaviors that allow the nurse manager to enhance the working environment. Performance, Time, and Energy, Chapter 4, provides specific tools that can be used by the manager to streamline job responsibilities. Chapter 5, Fostering Participative Management, introduces techniques that are used to involve staff in the process of effective management. Finally, Collaborative Practice, Chapter 6, identifies how this joint mode of providing care is operationalized using managed care and incorporating principles to facilitate discharge planning.

Unit II, Developing Managerial Skills, addresses specific aspects or topics unique to management. Chapter 7, Standards of Care, provides an overview of the use of standards of care as a basis for nursing practice. Quality Assurance and Risk management, Chapter 8, demonstrates the actual application of nursing theory to a model that is used to monitor and evaluate significant aspects of care. Chapter 9, Patient Classification, provides an overview of the different classification tools in current use and suggests ways the nurse manager can use existing tools to justify staffing and budget. Chapter 10, Twenty-Four Hour **Staffing**, identifies the different types of staffing patterns used and includesinformation on tying staffing to classification. Competency-Based Orientation, Chapter 11, addresses the need to move away from traditional orientation programs as they are too costly and identifies specific reasons for moving to a competency based system. Chapter 12, Career Ladders, explores the options available to the nurse manager when considering implementation of career ladders as a mechanism of reward for professional practice. Chapter 13, Nurse Intern Program, discusses the actual process and results used to successfully deal with a nursing shortage. The Role of the Clinical Nurse Specialist, Chapter 14, provides the reader with specific actions that facilitate maximal benefits of delineating the role of a clinical nurse specialist in a unit.

Unit III, Developing Administrative Skills, introduces the manager to concepts that are part of nursing administration, and ends with a chapter that looks to the future in critical care. Chapter 15, Benefits of Evolving Technology, suggests ways a manager can easily incorporate the demands of growing technology in unit practice. Strategic Planning, Chapter 16, provides specific steps that can be used to start this process. Chapter 17, Budgeting Concepts, introduces the terms and elements used in budgeting while Chapter 18, Analyzing and Forecasting Budgets, develops these skills for the manager by providing tables and examples that demonstrate application. Chapter 19, Labor Relations, provides an overview of the elements of labor relations and suggests ways a manager can work with a labor union through specific examples that use contract language. Ethical and Legal Considerations, Chapter 20, introduces the legal decisions relevant to critical care practice and identifies the types of ethical dilemmas facing managers. Chapter 21, On to the Future, predicts the type of sophisticated communication systems that will be part of the critical care manager's world in the future and suggests ways the manager can grow and learn with anticipated change.

Each of the 21 chapters can be viewed as a separate entity, for each covers a topic completely. However, the organization of the chapters allows the reader to build a wide body of knowledge in a particular area if all of the chapters in a unit are read in sequence. And finally, if the book is read in its entirety, each chapter builds on the knowledge of the previous chapters and provides an overview of the minimal skills needed to manage critical care units. For most of the chapters, a case study is used to demonstrate the way theory can be applied in practice. The format for each case study varies to allow the individual style of the author.

ACKNOWLEDGEMENTS

The editor wishes to acknowledge the contributors who put forth energy and commitment to make this project a reality. An additional word of thanks is given to the reviewers who took time to read it and make such helpful suggestions to improve content and style. Special thanks to the past and current Board Members of the New York City Chapter of AACN who encouraged me along the way. Special thanks also to Jo Anne Bennett who continues to be a mentor in every way and to Nikki Fiore-Lopez who always lends an ear. Lastly I want to thank my editors Don Ladig and Robin Carter at Mosby—Year Book for their patience, direction, and help.

Carole Birdsall

CONTENTS

UNIT I	DEVELOPING PEOPLE SKILLS				
1	Career Development, 3 Nicolette Fiore-Lopez RN MA CCRN				
2	A Climate for Caring, 21 Georgita Tolbert Washington RN C MSN CCRN				
3	Facilitating Job Satisfaction, 39 Bonnie McCandless RN MS Sharon J. Connor RN MSN CCRN				
4	Performance, Time, and Energy, 55 Carole Birdsall RN MSN CCRN				
5	Fostering Participative Management, 69 Marlaine (Sparki) Ortiz RN MS CNA				
6	Collaborative Practice, 83 Susan G. Osguthorpe RN MS CCRN CNA				
UNIT II	DEVELOPING MANAGERIAL SKILLS				
7	Standards of Care, 99 Sarah J. Sanford RN MA CNAA				
8	Quality Assurance and Risk Management, 113 Jeanne S. Latimer RN BSN Mary Jane Spuhler-Gaughan RN MSN				
9	Patient Classification, 131 Carole Birdsall RN MSN CCRN				
10	Twenty-Four Hour Staffing, 155 Susan Craig Schulmerich RN MBA MS CEN CNA				

xviii Contents

11	Competency Based Orientation, 169 Janet Mackin RN MSN Donna Scully Watts RN CCRN Carole Birdsall RN MSN CCRN					
12	Career Ladders, 189 Marie Folk-Lighty RN MSN CCRN Kathleen Klock RN BS CEN					
13	Nurse Intern Program, 205 Kathleen Daley White RN MS CCRN					
14	Role of the Clinical Nurse Specialist, 221 Barbara Leeper RN MN CCRN					
UNIT III	DEVELOPING ADMINISTRATIVE SKILLS					
15	Benefits of Evolving Technology, 239 Mary-Michael Brown RN MS CCRN					
16	Strategic Planning, 259 Nancy J. Gantz RN MBA CNA					
17	Budgeting Concepts, 271 Carole Birdsall RN MSN CCRN					
18	Analyzing and Forecasting Budgets, 287 Gayle R. Whitman RN MSN					
19	Labor Relations, 309 Patrick E. Kenny RN MSN C CNA					
20	Ethical and Legal Considerations, 331 Kathleen E. Powderly RN CNM MSN					
21	On to the Future, 345 Jo Anne Bennett RN MA CNA					

Unit I

DEVELOPING PEOPLE SKILLS

Chapter 1

CAREER DEVELOPMENT

Nicolette Fiore-Lopez

A successful career is the result of careful planning. Many aspects of career development can help critical care managers reach long-term goals. This chapter will discuss useful techniques for planning and developing a career in critical care nursing management. Case studies will be used to demonstrate some of the key points discussed in this chapter.

DEVELOPING OR REVISING A CAREER GOAL

The first job as nurse manager can provide a valuable first step in developing career goals. Career planning is a conscious decision of the prospective nurse manager to set out in a reasonable direction and to establish an associated timetable. A thorough self-assessment of long-term personal goals must be completed. One must decide whether nursing is a job or a career. Vestal¹⁵ clarifies the difference: a job involves specific role expectations, a career results in upward mobility. Not all staff nurses are interested in careers. Some have important personal goals that take precedence. These nurses may choose to travel, raise a family, or pursue non-job-related interests. They have short- or long-term personal goals that are not related to a nursing career.

Once the goal to have a career in critical care management has been set, the qualifications necessary to reach this goal must be determined. This can be accomplished in a variety of ways. One of the more common ways is to speak with someone already in a management position. In addition, it may be worth-