

Chapter 2: Workplace Leadership Opportunities

STUDENT PREP FOR CLASS

Activities or Ideas for Student Preparation	Suggestion
Homework Assignment	• Read Chapter 2. • Consider the values important to your organization and compare them to values that are important to you. What are the similarities and differences? Analyze why this might be the case.
Review Questions	• Review the concepts discussed as important to a strong social-moral climate. Discuss a conflict in the workplace where applying these concepts would have been effective in coming to a resolution. • Identify strategies that you have recently implemented in your own practice that have increased patient safety. What evidence can you identify to support these practices?

CLASSROOM ACTIVITY AND LECTURE OUTLINE

Chapter Learning Outcomes

- Evaluate current organizational patient and workplace safety initiatives.
- Analyze the ethical climate of an organization.
- Develop strategies to promote shared governance within an organization.
- Develop leadership strategies that promote diversity, civility, and teamwork.

Topic 1: Organizational ethics

- Key components of organizational ethics
 - Values
 - Ethical climate
 - Leadership responsibilities
 - Provide moral leadership.

- Develop a social-moral climate.
- Ask the right question.
- Establish an ethical decision-making process.
- Provide organizational ethics training.

Topic 2: Workplace safety

- Patient safety
 - Workload management
 - Situational awareness
 - Error management
- Workplace safety
 - Support of organizational policies
 - Personal interactions
 - Tone
 - Tools
 - Processes
 - Role

Topic 3: Governance

- Shared governance
- Magnet recognition
- Creating positive practice environments
- Challenges to shared governance

Topic 4: Teamwork

- Interprofessional teamwork

- Nursing teamwork

Topic 5: Diversity

- Workforce diversity

ACTIVITY AND LESSON PLAN OUTLINE

Key Concepts (Topic # and Concept #)	Teaching Strategy (Media References)	Activity, Lesson, and Lecture Content
Topic 1: Organizational ethics • Values • Ethical climate • Leadership responsibilities ○ Provide moral leadership. ○ Develop a social-moral climate. ○ Ask the right question. ○ Establish an ethical decision-making process. ○ Provide organizational ethics training.	Lecture (PPT Slides 3–6)	The societal need to understand organizational ethics has become more acute. Attention to business ethics, ethical decision making, corporate citizenship, and the development of value-based leaders and organization cultures have increased dramatically over the past decade. Similarly, we see an increase in the media coverage of corporate scandals, wrong doing, and illegal actions. Therefore, the need to develop and disseminate knowledge about

		how to foster and sustain highly functional, humane, and ethical organizing is increasing.
1.2	Discussion Question	Do the responsibilities of the staff nurse as clinical leader differ from the responsibilities of leaders who inform the entire organization? Explain the responsibilities of both positions and support your answer with examples.
1.3	Discussion Question	Identify an organizational ethical dilemma that you feel is impacting your organization. Using the ethical decision-making process discussed in the text, develop strategies to review this issue.
Topic 2: Workplace safety • Patient safety ○ Workload management ○ Situational awareness ○ Error management • Workplace safety ○ Support of organizational policies	Lecture (PPT Slide 7)	The Institute of Medicine (IOM) wrote about transforming the work environment of nurses as the key to patient safety. The IOM recommended that health-care organizations should acquire nurse leaders at all levels of management who will participate in executive decisions, represent nursing to

○ Personal interactions ○ Tone ○ Tools ○ Processes ○ Role		upper levels, communicate throughout the organization, facilitate the input of nurses, and provide resources for clinical nurses to participate in decision making. However, safety issues impact all stakeholders. The ability to deliver safe and reliable health care is the goal of all health-care delivery systems. To bridge the current performance gaps in quality and safety, organizations need to apply a systematic model that effectively addresses both culture and reliable processes of care.
2.2	Discussion Question	Identify a safety issue that you feel should be addressed further within your organization. Evaluate the issue in terms of awareness of the situation, teamwork, decision making, and leadership. What suggestions will you make for improvement?
2.3	Discussion	Horizontal violence continues to be an

	Question	issue in many organizations. Table 2.5 describes five themes that continue to impact horizontal violence. Evaluate your workplace in terms of these five themes and offer suggestions for change.
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Topic 3: Governance • Shared governance • Magnet recognition • Creating positive practice environments	Lecture (PPT Slides 7–8)	Participation in shared governance empowers bedside nurses by giving them opportunities to engage in decision-making that affects their practice, job satisfaction, development of leadership skills, and sense of autonomy. At the organizational level, positive effects include improved nurse retention and patient safety, enhanced communication and relationships, and enhancement of systems of evidence-based practice at the bedside. Establishing a system of shared governance involves changing organizational culture; requiring time, money, institutional support, leadership, and clear communication. The nursing practice environment has been shown to impact nurse retention and the quality of patient care. Shared governance models, leadership support, adequate staffing and resources, and collegial nurse-physician relations are key components of positive practice environments (PPEs). It is imperative that
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		nurse leaders play a role in developing a PPE through professional development of key members of the team. A culture of collaboration and interprofessional teamwork must be demonstrated throughout the organization.
3.2	Discussion Question	You are the chief nursing officer (CNO) of a large health-care system. You want to begin implementing the process of shared governance within the system. Some of the comments you have received from nurses at the bedside include: “We did this in my previous workplace and it was a disaster.” “I don’t want to assume any leadership responsibilities, I just want to care for my patients and go home.” “No one really cares what we think anyway.” What are your next steps and why?
3.3	Discussion Question	Evaluate your organization based on the following components of a PPE: • Nurse participation in hospital affairs • Support for continued growth of

		nurses such as clinical ladders, advanced education, professional certifications, and workshops • Nurse manager ability, leadership and support of nurses • Staffing and resource adequacy • Collaborative nurse-doctor relationships
Topic 4: Teamwork • Interprofessional teamwork • Nursing teamwork	Lecture (PPT Slide 10)	Interprofessional teams involve individuals from different specialties, disciplines, or sectors working together to provide integrated and complementary services and engage in comprehensive and informed decision-making. An interprofessional practice involves a deeper level of collaboration than a multidisciplinary approach in which team members assess and treat patients independently and then share information. Nursing teamwork is important and has been shown to be because it is believed to be a critical requirement for the prevention of errors.
4.2	Class	Assign interprofessional roles to each team

	Group Project (or Discussion Question)	member. Identify the roles that each member will have. This team has been assembled to develop an interprofessional model of care for a pilot unit. Identify challenges and opportunities that the team may encounter and solutions to deal with challenges and enhance opportunities.
Topic 5: Diversity • Workforce diversity	Lecture (PPT Slide 11)	Although legal and regulatory guidelines have helped to decrease diversity disparities within health care, the organizational behavior of an organization is the major contributor to a successful diversity program. Leaders must promote a culture that represents the communities that they serve. A diversity program should be part of the organization's strategic plan. Leaders should be held accountable for implementation of this plan. Often the first step is for leaders to educate themselves on the demographic makeup of the organization's workforce and the community served.

5.1	Discussion Question	Identify the various types of diversity present in the health-care workforce today. Assess your organization in terms of addressing the various types of diversity in: • Strategic planning process • Performance evaluations • Leadership support • Leadership training • Stakeholders