

Indiana University Health

Delegation: What's a Leader's Role?



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Introductions





Maggie Sims, RN, BSN, MSN, MBA Clinical Operations Manager, Medical Telemetry Unit 4SE IU Health Ball Memorial



Amanda Noth-Matchett, MHA, RN, CMSRN, NE-BC Director, Clinical Operations Inpatient Surgical Division IU Health Methodist Hospital



Amber Messick, MSN, RN, CNML Clinical Operations Manager Surgical Progressive Care IU Health University Hospital



Objectives

- Discuss the role of nurse leaders in effective delegation
- Review tips for success to create an environment that supports effective delegation





"Because of concerns with nursing workforce shortage and the continued cost escalation within the health care industry, it is imperative that we understand how to manage the "delegation" aspect of the role of the nursing to fulfill accountabilities outlined in the RN Scope of Practice"

(Currie, 2008)



Clarifying Concepts of Delegation

- Assigning vs Delegation
- Responsibility vs. accountability, authority
- Building trust
- Knowledge of person's capabilities and confidence to perform task



Effective Delegation





FIGURE 1

Delegation Model

Employer/Nurse Leader Responsibilities

- · Identify a nurse leader
- Determine nursing responsibilities that can be delegated, to whom, and in what circumstances
- · Develop delegation policies and procedures
- · Periodically evaluate delegation process
- · Promote positive culture/work environment

Communicate

information about delegation process and delegatee compe-

tence level

Public Protection Training and Education

Licensed Nurse Responsibilities

- · Determine patient needs and when to delegate
- · Ensure availability to delegatee
- Evaluate outcomes of and maintain accountability for delegated responsibility

Two-way Communication

Communication

Delegatee Responsibilities

- · Accept activities based on own competence level
- · Maintain competence for delegated responsibility
- · Maintain accountability for delegated activity

(National Guidelines for Nursing Delegation, 2016)



5 Step Delegation Process

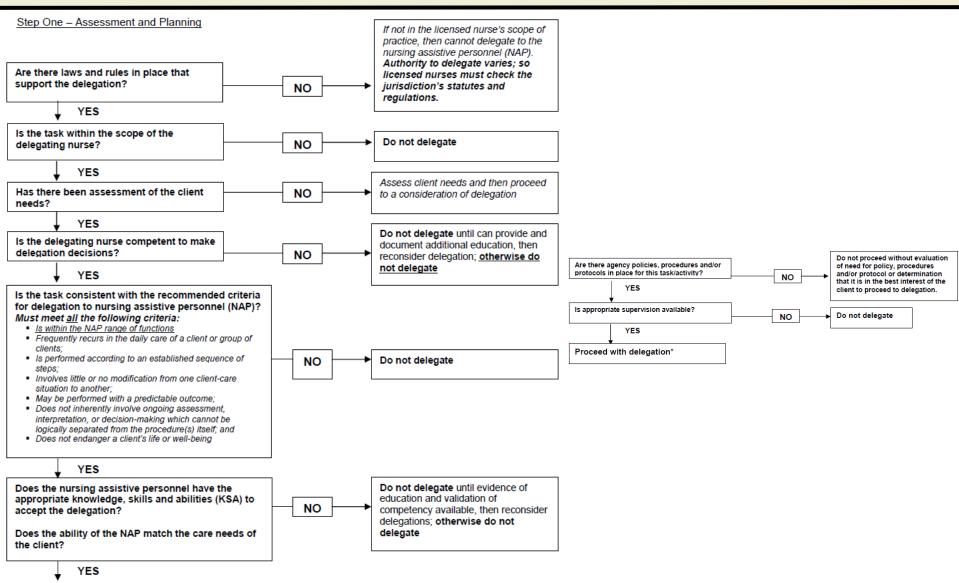
- 1. Decision to Delegate
- 2. Communication
- 3. Supervision
- 4. Evaluation
- 5. Feedback

Great article to share with new RNs:

http://www.strategiesfornursemanagers.com/content.cfm?content_id=233639&oc_id=602#



ANA Delegation Decision Tree





Leader Role



Why focus on delegation?

- Professional development tool
- Provides empowerment
- Clinical & administrative delegation

Successful Delegation



- Abundant communication
- Show team members they are capable and empowered to act
- Role identification & clarification
- Outline responsibilities
- Accountability
- Background, scope
- Generational differences



Transformational Leadership

- Model the way
- Inspire a shared vision
- Challenge the process
- Enable others to act
- Encourage the heart



Coaching Team Members

- Utilize the ANA Delegation Framework
 - Help them walk through the steps
 - What helped or hindered their delegation?
- Create an accountability structure
 - How can you as a leader ensure that effective delegation is occurring in your area?



Delegation in Action

Best Practices



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- Title: Flexible Assignments Based on Needs
- Old Care Model vs. New Care Model





Tips for Success

Tips for Success



- Know your teammates
- Provide Feedback
- Assess Delegation Assignments
- Utilize mentors and front-line nursing leaders to evaluation, mentor, coach, and support progress

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Contact Information

- Maggie Sims msims5@IUHealth.org
- Amanda Noth-Matchett anothmatch@IUHealth.org
- Amber Messick <u>amessick@IUHealth.org</u>

Questions?



