



Indiana University Health

Delegation: What's a Leader's Role?

**LEADER
LEADER²**

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Introductions



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Objectives

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

Reason for Action

“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

Delegation Model



FIGURE 1

Delegation Model



(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

Step One – Assessment and Planning

Are there laws and rules in place that support the delegation?

NO

If not in the licensed nurse's scope of practice, then cannot delegate to the nursing assistive personnel (NAP). Authority to delegate varies; so licensed nurses must check the jurisdiction's statutes and regulations.

YES

Is the task within the scope of the delegating nurse?

NO

Do not delegate

YES

Has there been assessment of the client needs?

NO

Assess client needs and then proceed to a consideration of delegation

YES

Is the delegating nurse competent to make delegation decisions?

NO

Do not delegate until can provide and document additional education, then reconsider delegation; **otherwise do not delegate**

YES

Is the task consistent with the recommended criteria for delegation to nursing assistive personnel (NAP)?

Must meet all the following criteria:

- *Is within the NAP range of functions*
- *Frequently recurs in the daily care of a client or group of clients;*
- *Is performed according to an established sequence of steps;*
- *Involves little or no modification from one client-care situation to another;*
- *May be performed with a predictable outcome;*
- *Does not inherently involve ongoing assessment, interpretation, or decision-making which cannot be logically separated from the procedure(s) itself; and*
- *Does not endanger a client's life or well-being*

NO

Do not delegate

YES

Does the nursing assistive personnel have the appropriate knowledge, skills and abilities (KSA) to accept the delegation?

NO

Do not delegate until evidence of education and validation of competency available, then reconsider delegations; **otherwise do not delegate**

Does the ability of the NAP match the care needs of the client?

YES

Are there agency policies, procedures and/or protocols in place for this task/activity?

NO

Do not proceed without evaluation of need for policy, procedures and/or protocol or determination that it is in the best interest of the client to proceed to delegation.

YES

Is appropriate supervision available?

NO

Do not delegate

YES

Proceed with delegation*



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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Questions?

