

Chapter 02: Organizational Structure of Health Care

Motacki: Nursing Delegation and Management of Patient Care, 2nd Edition

MULTIPLE CHOICE

1. In interviewing for a new position, a nurse may want to inquire about the institution's views on autonomy in the workplace for nurses. The nurse concludes that autonomy is valued when told that the unit has
 - a. infrequent "floating."
 - b. self-scheduling.
 - c. cover of another nurse's assignment while she or he is on break.
 - d. hourly pay differential for the night shift.

ANS: B

In a self-governance working environment, staff are encouraged to be autonomous, which includes self-scheduling. Option A is incorrect because it does not address autonomy. Option C is incorrect because they are decisions made by the organization and are practiced throughout the organization. Option D is incorrect because they are decisions made by the organization and practiced throughout the organization.

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2. The student nurse learns about the advantages and disadvantages of various patient care delivery models. The student understands that besides an historical perspective of nursing practice, a patient delivery care model may need to be instituted to adapt to
 - a. alterations in available staff due to weather emergencies.
 - b. the financial environment of the patient population.
 - c. a wide range of ages among the staff.
 - d. a limited number of unlicensed staff on the unit.

ANS: A

Patient delivery models are instituted based on various elements including clinical decision-making and work allocation; thus, changes may need to be made in an emergency based on availability of staff. The other options do not describe a fundamental element used in the decision-making process for delivery mode.

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3. An agency nurse is assigned to work on a unit that uses the team nursing model of health care delivery. Which of the following would the nurse expect to experience in this environment?
 - a. UAP taking vital signs and giving baths
 - b. RN taking vital signs and giving baths
 - c. RN delegating patient care delivery to a group of patients
 - d. Charge nurse delegating care delivery

ANS: C

In a team nursing environment, an RN delegates patient care to a group of patients. Option A is incorrect because it is practiced in a functional model environment. Option B is incorrect because it is seen in primary nursing. Option D is incorrect because it may be seen in all types of health care delivery models.

4. In which health care delivery model would the nurse expect to see “point-of-care” decision making occur?
- Primary care nursing
 - Team nursing
 - Functional nursing
 - Modular nursing

ANS: A

Primary nursing allows the nurse to practice autonomously and make most bedside decisions. The other options are incorrect because they may not allow for the autonomy required for “point-of-care” decisions.

5. A nurse has accepted a position on a nursing unit where the nurse manager promotes autonomy and staff involvement in decision making. What would the nurse expect to observe on this unit?
- Nurse manager mandates changes.
 - Staff takes responsibility for assignments.
 - Staff participates on hospital committees.
 - Nurses are recognized for excellence in practice.

ANS: C

Work environments that promote autonomy and decision making encourage participation on hospital committees so that staff may become involved in the decisions that are made. Option A is incorrect because this is not an environment in which staff are encouraged to participate in decision making. Option B is incorrect because it should be seen in all environments regardless of autonomy. Option D is incorrect because it is not seen solely in autonomous environments.

6. Leadership structures in health care can be centralized or decentralized. The nurse understands that she is working in a centralized structured environment when which of the following occurs?
- All organizational decisions must be approved by the CEO.
 - Changes can be made rapidly based on immediate needs.
 - Nurses must work under a dual-authority structure.
 - Decisions can be made at the “point of care.”

ANS: A

In a centralized leadership structured environment, all decisions are made from the top down, usually without input from staff. The other options are examples of a decentralized environment in which decisions can be made more quickly as needed.

7. What should the nurse expect when working in a product-line leadership structured environment?

- a. Coordination of all services within the specialty
- b. Slow organizational response to environmental changes
- c. Individual service goals
- d. Each service area autonomous to the others

ANS: A

In product- or service-line leadership structures, it is necessary to have coordination of services. The other examples are not examples of product-line leadership and is an example of leadership without coordination.

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8. The fundamental element of any patient care delivery combines work allocation with
- a. patient acuity.
 - b. leadership.
 - c. clinical decision making.
 - d. delegation.

ANS: C

Work allocation is necessary in any patient care delivery system. The other options are incorrect because they are not necessarily useful in determining the appropriate patient care delivery systems needed.

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9. A nurse who is interested in developing clinical decision-making skills would look for a unit that practices which model for health care delivery?
- a. Primary nursing
 - b. Team nursing
 - c. Functional nursing
 - d. Case management

ANS: A

Clinical nursing skills are enhanced in a primary nursing environment because of the autonomy nurses receive. The other options do not necessarily promote the development of decision-making skills.

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10. A nurse would expect to see which action on a unit that uses the team nursing model of health care delivery?
- a. The nurse makes patient care decisions at the bedside.
 - b. The nurse delegates patient care to other team members.
 - c. The nurse works on discharge plans on admission.
 - d. The UAP takes vital signs on the patients on one hallway.

ANS: B

The nurse delegates and works collaboratively with the members of the team in team nursing. Option A is an example of primary nursing. Option C is an example of case management nursing. Option D is an example of functional nursing.

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11. A nurse working on a unit using the primary care delivery model would expect to observe which practice specific to primary care delivery?
- The UAP measures blood sugar levels on all patients.
 - The RN administers medications to a team of patients.
 - The RN verifies a new order for patient started on an antihypertensive with a blood pressure of 100/60 mm Hg.
 - The RN holds the morning dose of insulin for a patient scheduled for surgery later that day.

ANS: D

In a primary nursing environment, nurses function autonomously and make clinical decisions at the bedside. Option A is an example of functional nursing. Option B is seen in team nursing. Option C is seen in all patient care delivery models.

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12. Which action by the nurse indicates a primary care delivery model environment?
- Development of the plan of care by primary RN to be used on all shifts
 - Calling the physician for clarification after an illegible order is written
 - The unit secretary takes off all orders initially.
 - The charge nurse makes all patient care assignments.

ANS: A

The nurse develops the plan of care on admission for the remainder of the admission. The other actions are seen in many delivery care models.

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13. In a team nursing health care delivery model environment, the nurse would observe for which action by the staff?
- The UAPs answer all call lights.
 - The charge nurse is notified when there are patient complaints about care.
 - The UAPs answer their patients' call lights.
 - The RN is notified when there are patient care complaints.

ANS: D

Nurses are completely responsible for the needs of their patients in a primary care delivery model. Option A is seen in functional nursing. Option B can be seen in models other than primary nursing. Option C is seen in team nursing.

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MULTIPLE RESPONSE

1. The patient care delivery system used by an institution should be based on which fundamental elements? (*Select all that apply.*)
- Work allocation
 - Accountability
 - Allocation of resources
 - Mission statement

- e. Leadership style
- f. Cultural diversity of patients

ANS: A, B, D

According to the text, work allocation, accountability, and mission statement are fundamental elements of any patient care delivery system. The other options are not fundamental elements of a patient care delivery system.

DIF: Cognitive Level: Application

REF: pages 18-19