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Leadership Development and Organizational Planning in Health Care Sector

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Abstract

Different challenges plague the health care sector. The area is understaffed and underfunded. Leadership development and organizational planning play a central role in enabling nurses and health care providers to overcome these challenges. Health care providers have to communicate with patients and their colleagues to ensure the provision of quality services. A goal in leadership development is to nurture communication skills among nurses. Staffing problems also become severe whenever patients stay in hospitals for a long time. An important goal that health care providers have been trying to achieve is to reduce the number of days patients spend in hospitals. Through organizational planning, health care providers have an innovative way of achieving this goal. Thanks to this, there has been saving of hospital funds and reduction of pressure on the staff. This paper will look at leadership and challenges in the health sector. The paper will examine organizational planning and leadership development in the nursing profession.

Keywords: organizational planning, leadership development

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Leadership Development and Organizational Planning in the Health Care Sector

Introduction

In the health care sector today, nurses must face the challenge of leading patients, co-workers, families, and communities. Nursing requires tough, consistent, and informed leaders who can inspire others and support professional nursing practice. So, leadership development plays a central role in the nursing profession. Leadership development requires learning communication skills, management skills, and motivational skills. Organizational planning is also another important skill that nurses must possess. Organizational planning enables nurses to come up with efficient processes that will save time and money, which are critical but limited in the health care sector. The goal of this paper is to explore two smart goals related to organizational planning and leadership development in the nursing profession.

Goal 1: Leadership Development

First and foremost, I aim to improve my communication skills with my colleagues and peers each and every day. Nurses are required to communicate effectively with other nurses and their patients. In so doing, patients will become more satisfied. Furthermore, the number of medical mistakes that may result from poor communication or lack of it will reduce significantly. Exemplary communication skills will ensure that I will provide the best care to patients as a nurse. Furthermore, it will enable me to come up with a well-developed plan that will maximize the patient experience while reducing the load on the staff.

The cornerstone of care quality is the physician-patient relationship. The relationship may, however, be affected by mental exhaustion of physicians as is common in most hospitals today. Eric et al. (2009) present a model that explains the impact physician burnout has on physician-patient interaction. They find out that physicians use depersonalization to cope with

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emotional fatigue. Consequently, their communication becomes bio-medically oriented, and the result is unsatisfied patients.

Health care providers experience numerous problems when communicating and relating to patients. Nurses in their day-to-day operations encounter different personalities of patients with erratic, perplexing, and fatal illnesses. They face problems in setting limits, managing disagreements, working with difficult emotions, and resolving cultural and racial issues (Clark et al., 2004). Research has found out that nurses and other health care providers in general do not approach these communication problems in a focussed and systematic manner. Effective communication of nurses could go a long way in improving medical outcomes, physician behaviour, and patient satisfaction (Clark et. al, 2004). While improving communication, it is necessary to place an emphasis on the interviewing skills.

Jean Piers, a nurse, explains how effective communication is critical in ensuring patients' safety. Nurses are the eyes and ears of doctors. They play a crucial role in the determination of a patient's plan of care. Nurses face pressure from different directions, so communication, especially with their colleagues, can ensure that nurses are proactive and able to handle anything that may come their way.

Goal 2: Organizational Planning

In my organizational planning goal, I aim to lessen the time a patient stays in a hospital. This goal will reduce staffs' workload and save millions of dollars' worth of health expenses. The more the number of days that patients stay in hospitals is the severer the overburdening of staff becomes. In turn, the overburdening makes nurses' working environment inefficient. In addition, it leads to wastage of hospital funds and resources.

O'Mahony et al. (2007) explain the challenges experienced when trying to reduce the length of stay of patients and to allocate the right resources. The authors of the paper suggest the adoption of a multi-disciplinary approach that will reduce the time of stay of patients and quality of health care in general. A hospital needs to assign each patient a care team that will guarantee that patients leave a hospital in no time. Furthermore, patients will receive the highest quality of care.

An interview with Robert Leviton, CMIO of Bronx Lebanon, sheds light on the efforts being made to reduce the length of patients' stay (Perna, 2012). He explains the steps taken to reduce the length of stay up to the point where health care providers can see it and use it in their daily activities. Leviton then explains how his company came up with a length of stay clock, which allows doctors to see clearly how much time they have left. Furthermore, the clock enables doctors to determine how much care they should be providing to the patients during hospitalization and how much they should be shifting to the outpatients. Leviton claims that the length of stay clocks has resulted in a 1.8 day reduction in a time span of five months (Perna, 2012).

The financial benefits that are realizable from reducing length of stay of patients are huge. The article *Reducing length of stay* explains how hospitals need to take caution when attempting to reduce the length of stay of patients. The reduction in the length of stay should not undermine in any way the level of care provided to patients. The article presents some interesting information that the use of inexpensive and proven technologies in surgery can assist in lessening the duration of stay by as much as 3 days.

Leadership development and organizational planning are important factors in becoming a good nurse. The goal in leadership development that is the most critical is to develop one's

communication skills. In so doing, one can relate well with patients and colleagues. On the other hand, organizational planning allows nurses to come up with efficient processes that may save money and time.

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