



Nursing Management and Leadership

Nursing Unit Management

Ward Organization

Expectations of Unit staff (nurses and secretaries)

Geography

- Nurses' station
- Pts. Rms.
- Medication Room
- Clean Supply Room
- Dirty or Utility Room
- Treatment Room
- Conference Room
- Report room
- Kitchen
- Linen Room
- Patient Waiting Room
- Visitor Waiting Room
- Employee Lounge

Management of Nursing Unit Supplies and Equipment

- Why is this important?
- Proper management improves safety and quality of care.
 - E.g. Batteries burnt out on emergency equipment - serious
- First impressions count – image of professionalism and competence.

Managing the Nursing Unit Supplies

- **Stock** only the supplies needed.
 - Over-stocking can result in waste, (outdated)
 - Under-stocking can waste both time and energy.
- Keep a **standard supply list**
 - To determine **amt.** of supplies needed, compare amt. left on shelf with amt. on **list**, and order the difference.
 - Maintain a **supply needs list** on the unit bulletin board, and instruct staff to list supplies that are low.
 - Use the list as a **reference** when ordering.
- Store supplies conveniently, with frequently used items in most accessible area.

Management of Equipment

- Check all standard equipment for working order at beginning of shift,
 - Flashlights, ophthalmoscopes, otoscopes
- Return all equipment to proper storage.
- Maintain computer terminals.
 - Printer ink (dispose properly), paper.
- **Pneumatic tube systems**, post directions
- **Imprinter device**, letters clear, file correctly and immediately after use.

Nursing Unit Reference Materials

- Drug guides, **hospital formulary**, policy/procedure manuals, nursing texts.
- May need a **unit log book** to sign out books on a busy unit.
- Keep policy manuals up to date, insert revised materials, discard outdated.
- Keep **doctor's roster** current.

General Nursing Unit Equipment

- Furniture, **electrical fixtures**, bathroom equipment
- Be aware of replacement lists (“**minor capital**”).
- If repair is frequent, ask about replacement.
- Make rounds 1-2X a wk. on unit equipment, practice **preventive maintenance**.
- Request repair from **maintenance department**.
- If immediate, notify maintenance by pager/telephone.

Nursing Unit Emergency Equipment

- Check it daily, and immediately after every use to restore **ASAP**.
- Practice using the equipment before an emergency happens.
- Where are the fire extinguishers, how do you operate them?
- Know emergency codes.
- Know procedure for hazardous spill.

Visitors

- Immediately stop what you are doing when a visitor approaches the nursing station.
- Communicate **pertinent** information, respond to their questions/requests or complaints.
- Refer any questions that you can't answer to someone who can. Another nurse or doctor.
- Don't say "I don't know," or "I'm not allowed to give out that information."

Steps to follow when a visitor complains

- Listen carefully. Usually **hostility** is not aimed at you.
- Ask pertinent objective questions, and gather as many facts as possible. Be caring!!
- Say “I understand what you are telling me, or “I understand how you feel.” Not “That is not my job, or “I wasn’t here yesterday.”
- Acknowledge their anger.
- Inform appropriate person eg. manager, attending nurse and doctor.
- Document.

Organization of the Nurses' Station

- Take time to stand back and observe the nurses' station.
- Is it **cluttered**? Disorganized? Noisy?
- Restore all items to their original places.

Time Management

- Plan for rush periods. Busy in a.m. during *Dr. Rounds*.
- Schedule routine tasks such as *transcribing* and phone calls between urgent duties.
- *Cluster* activities - deliver specimens to lab on way to lunch, or check charts needing forms while filing reports.
- Complete one task before beginning another.
- Avoid unnecessary conversation
- Don't perform tasks assigned to other staff
- Take the breaks assigned to you.

Stress Management Techniques

- Effective time management. Ask for help when needed.
- Don't take frustrations of others personally.
- Say "No" **tactfully** when you don't have time for more.
- Keep your sense of humor
- Take your scheduled breaks