Using Organizational Theory and Leadership to Make Evidence-Based Decisions

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DNP Essentials

American Association of Colleges of Nursing (AACN)

- **Eight essential skill sets defined**
- **Backbone structure for basic competency**
    - (AACN, 2006)

DNP Essential II

Organizational and Systems Leadership for Quality Improvement and Systems Thinking

- **Assess organizations**
- **Identify system issues**
- **Facilitate change in clinical practice**
  - (AACN, 2006)

Organizations Need Nurse Leaders

To translate scientific findings into practice and initiate organizational change
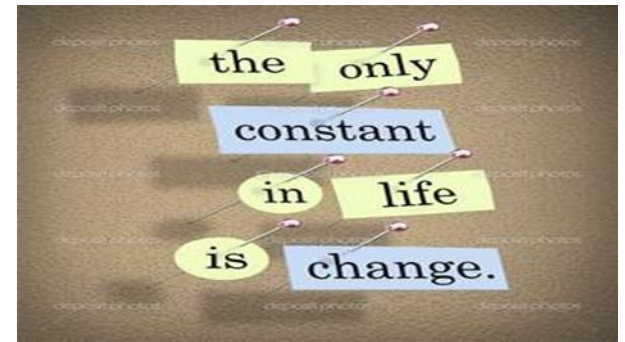
Assess organization as a whole

Divide into individual sections

Visualize as a working conglomerate of systems

Identify how each works together to make the whole run smoothly

Identify gaps, weaknesses and strengths

the only constant in life is change.

Organizational Theory

Study of an Organization

- **Behavior**
- **Characteristics**
  - **Within their own environment**

- **Organization's Definition**
  - **Collection of people, networks, functions**
  - **Collectively working**
  - **Achieve outcomes when all work smoothly**
    - (Bolman & Deal, 2008; Borkowski, 2009; Johnson, 2009)

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Leadership

- **Webster – capacity to lead; act of leading**
  - **(Webster, 2012)**
- **Successful leaders must look forward, consider various scenarios and circumstances**
  - (Deckard, 2009)
- **Covey's Formula**
  - **Inspire Trust - by modeling character and ability/trusting others**
  - **Clarify Purpose – communicate clearly and frequently, ownership**
  - **Align Systems - mean what you say, actions speak**
  - **Unleash Talent - encourage creativity, promote ideas**
    - (Covey, 2007)

Framing an Organization
"set of tools for insight"
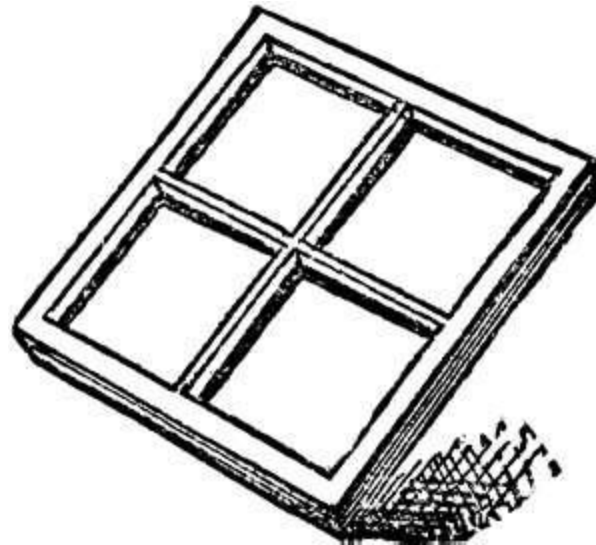
Structural

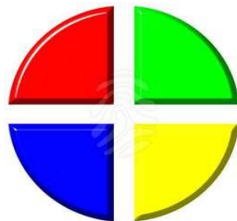   **architecture**

Human Resource

    people

Political

    resources/agendas

Symbolic

    meaning/vision

Multiple views/ different perspectives
Window, lens, blueprint, map

Framing a Project

Use of a Framework as a lens

- **Provides a systematic approach**
  - **examine organization**
  - **form ideas**
  - **engage stakeholders**
  - **implement systems changes**
  - **application of evidence**
    - (Bolman & Deal, 2008; Chou, 2011).

Framing a Project

Frames are charts or plots

- **Navigate the domain**
- **Visualize surroundings**
- **Choosing the right tools**
- **Stay focused**

- (Bolman & Deal, 2008)

Structural Frame

Assess the Organizations Architecture

- Study the design of the organization
- Review company polices and rules
- Know roles and responsibilities
- Identify organizational goals

Structural Frame Assumptions

Guide the Organization:

❖ **Achieve goals and objectives**
   Which design works best

❖ **Increase efforts by specialization/division**
   Divide tasks for efficiency

❖ **Coordination and Control**
   Increased efficiency and decreases ambiguity

❖ **Discourage personal agendas/extraneous pressures**
   Personal agendas can derail a project

❖ **Fit is imperative**
   The organization must be capable of accomplishing the goals of a project

❖ **Analysis and restructure if necessary**
   Ongoing evaluation and reboot if necessary
                              (Bolman & Deal, 2008)

Structure Types

- **Most organizations are viewed as structures**
  - **Organizational charts**
    - **Vertical – typical hierarchy (pyramid)**
      - **Coordination & control from top down**
      - **Specific rules and policies**
      - **Focus is on results not process**
      - **Efficient but all must be willing to follow directives**
    - **Straight line – lateral or horizontal**
      - **Coordinated effort**
      - **Meetings**
      - **Task forces**
      - **Coordinating roles**
        - (Shortell & Kaluzny, 2011)

Project and Structure

Vertical Structure

- **Desires Direction**
- **No input**

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Lateral Structure

- **Leader and staff desire input**

Structural Frame as a Blueprint

Project Structure

- Align with goals of organization
- Correspond to environment

Tasks, Technology & Environment

Identify

- **Project Goals**
- **Roles**
- **Relationships**
- **Coordination**
- **Tools**
- **Space**

Clarity

Avoid:

- **Ambiguity breeds confusion**
- **Misdirection of resources**
- **Misdirection of energy**

Structure – Postpartum (PP) Support Project

- **Respect the structure**
- **Planning**
- **Stakeholders**
- **Value Alignment**
- **Geographic**
- **Roles- communication**

PP support project continued…

- **Time Frame**
  - **GANTT**
- **Budget**
  - **Realistic budget**
- **Technology**
- **Staff**

Human Resource Frame Assumptions

❖ **Organizations serve human needs**

❖ **People and Organizations need each other**

❖ **Fit – important for both**

- (Bolman & Deal, 2008; Johnson, 2009)

Human Resource Frame

Organizations and Humans Interconnect

- **Relationships between organizations and people**
- **Belief is a two-way street**

Leadership can either motivate or alienate

(Bolman & Deal, 2008; Griffin & Moorhead, 2011)

Human Resource Assumptions

❖ **Know the internal and external stakeholders**

❖ **Discussion Points**

  ❖ **New projects/programs can increase productivity, revenue and quality of care**

    ❖ **Stakeholder Buy-in**

❖ **Fit is most important – must fit people in organization**

❖ **Identify support**

❖ **Balance needs of participants and the organization**

Human Resource Frame & PP Support

Example - Postpartum Support Group

- **Stakeholder meetings with OB personnel**

- **Formal presentation**

- **Informal discussion**

- **Generation of ideas and buy-in**

- **The project leader needed staff/they needed the project**

Political Frame

Power
Formal
Informal

Managing Conflict
Competing agendas
Negotiation

Political Frame Assumptions

❖ **Organizations – coalitions of individuals and interest groups**

❖ **Variations - values, interests, beliefs, perceptions**

❖ **Difficult decisions – scarce resources**

❖ **Conflict secondary to scarce recourses and core differences**

❖ **Goals & decisions > bargaining/negotiations**

❖ (Bolman & Deal, 2008)

Blueprinting the Political Terrain

Map political landscape

Network

Form coalitions

Be prepared for roadblocks

Setting the Agenda

- **Project Leader – clearly delivers agenda**
- **Identifies fit with the organization**
- **Troubleshoots competing agendas**
- **Will resources be allocated?**
- **Bargaining and negotiations**
  - **Interference of daily activities**
  - **Cost vs. benefit**

Political Agenda & PP Support

- **Know Organizational agenda/competing agendas**
  - **Postpartum depression was a concern**
- **Present the evidence**
  - **Decreased PPD linked with support**
  - **Increased satisfaction rates**
- **Anticipation**
  - **Usually about money/resources**
- **Strategize**
  - **Presented budget**
  - **Implications for increased satisfaction of pp moms/publicity**
  - **Negotiated time and space**

Symbolic Frame

Shaping culture in an organization/community with the meaning behind the mission statement Inspirational methods:

- **Symbols**
- **Stories**
- **Rituals**

(Bolman & Deal, 2008)
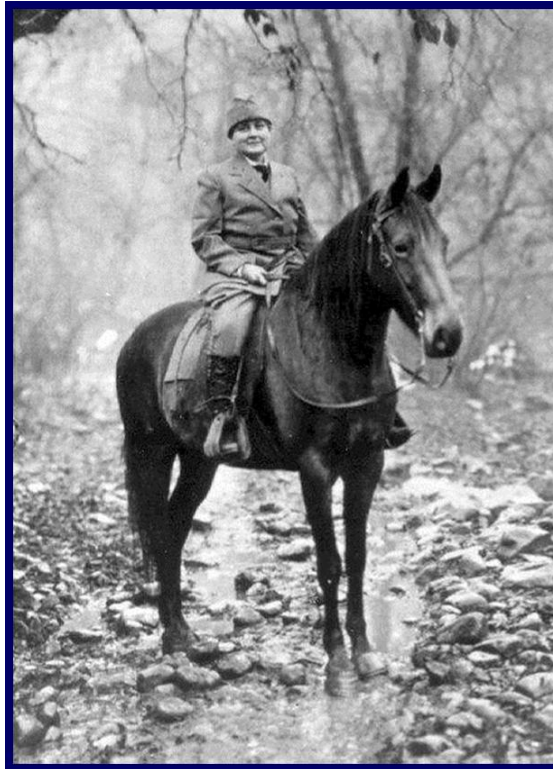
Symbols

Good?

Symbolism

Better

Symbolism

Better yet?

Mrs. Mary Breckinridge
Frontier Nursing Service

Symbolism

Evoke passion with symbols

Tells the story

Include community

- **Community outreach, PSAs**

Utilize cultural meaning

- **Cultural impact of project**

Symbolic Frame Assumptions

❖ **Meaning is most important**

❖ **Activity and meaning**

❖ **Meaning of Symbols**

❖ **Events and Processes**

❖ **Culture is bonding**

    ❖ **Uniting with purpose**

- (Bolman & Deal, 2008)

Framing the DNP Project Assignment

- **Evaluate current organization/practice**

- **Identify areas in need**

- **Review the evidence**

- **Develop a plan**

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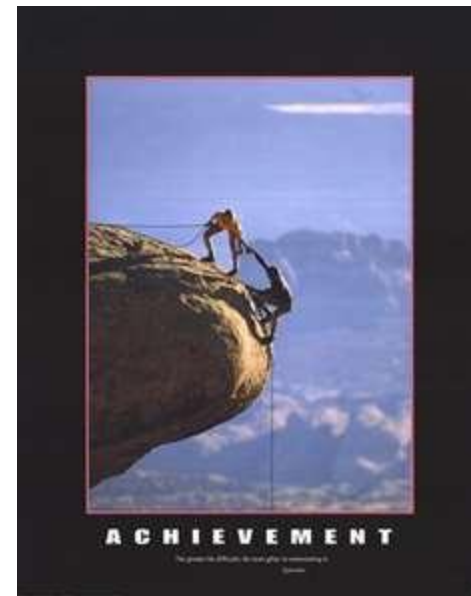
CHANGE

- **Policy Changes**

- **Evidence based protocols**

- **Evaluation**

Implications

Implications and significance

- **Practice change**
- **Quality improvements**
- **Leadership**
- **Education**
- **Research**
- **Publication/Presentations**
- **Advancement**

ACHIEVEMENT

QUESTIONS

Discussion

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