



Part III

The Nurse as Manager

Chapter 10

Managing Client Care



Learning Objectives

By the end of this chapter, you should be able to:

1. Identify ways to manage your time on the clinical unit effectively.
2. Relate methods to solve conflicts.
3. Identify methods to improve clinical decision making.
4. Identify ways to utilize resources appropriately.



Key Terms

- Conflict
- Conflict resolution
- Resources
- Time management



Chapter Scenario

A new RN is feeling overwhelmed. While trying to get things done, she finds others are just sitting. Are the sitters slackers? Or is the new nurse incompetent?

→ **Think about it!**

- Can you recall a day when each procedure seemed to take you twice as long as it should? Was it a lack of organization?
- Do you usually have a plan in mind when you approach a particular activity?
- Identify someone who you feel is good at performing her job in a high-quality and timely manner. Describe their routine.



Introduction

Responsibilities that may lie ahead:

- Mentoring a team of caregivers.
- Responsibility for time management, decision making, and managing resources.
- What is your plan as an RN?



Managing Time on the Clinical Unit

- What is time?
- How does time affect daily-life routines?
- Time management can improve with a organizational planner.
- Remember the clients among all the tasks.
- Always remember to take time for YOU!

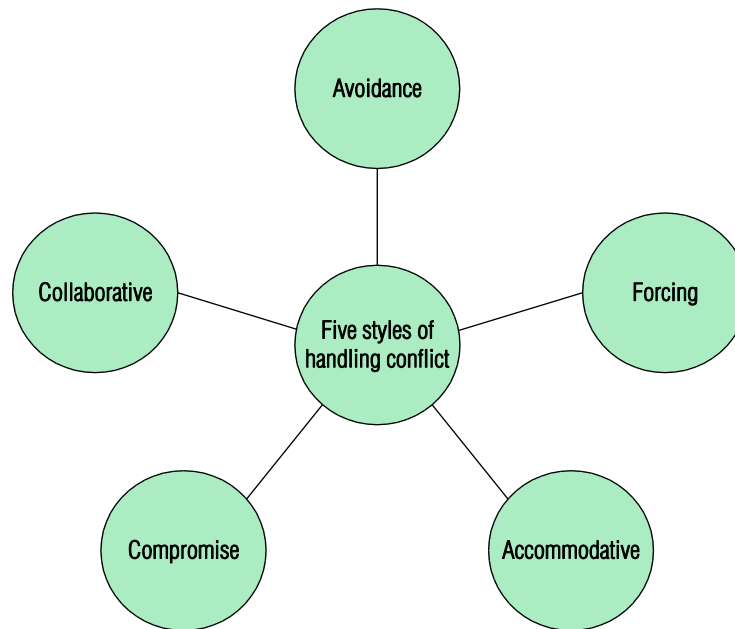


Managing Conflict

Conflict—a complex situation with two opposing views

What is your personal attitude toward conflict? (Figure 10-4 Bartol / McSweeney Conflict Management Scale)

Managing Conflict





Managing Conflict

Sources of Conflict

- Personal conflict
- Role definition
- Resources
- Group conflicts
- Work load



Resolving Conflict

“Conflict resolution is not about winning and losing.”

Gottlieb & Healey (1990) resolving process:

1. Identifying the source
2. Generating possible solutions
3. Examining suggested solutions
4. Choosing the “best” solution
5. Implementing the chosen solution and evaluating its effectiveness
6. Deciding if the conflict has been resolved



Managing Decisions

Higuchi & Donald—Six Thinking Processes

1. Description – listing
2. Selection – choosing relevant data
3. Inference
 - a. Categorizing
 - b. Discovering relationships
 - c. Hypothesizing
4. Hypothesizing
5. Synthesis
6. Verification

Can you think of an example of each of these processes from the past week?



Managing Resources

- **Resources:** usable commodities available to meet a need
 - Personnel
 - Equipment
 - Supplies
 - Finances

What ways might you use resources productively?



Chapter Summary

- Job satisfaction improves when we learn to manage time, conflict, decisions, and resources.
- As a result, quality client care also improves. It is a win-win!



Chapter Reflections

1. What do you find the most challenging when managing client care?
2. What helps most with time-management issues?
3. What is the biggest source of conflict between co-workers?
4. When are you happiest in your role as a nurse?
5. When are your clients most satisfied with their nursing care?