

The Practice of Nursing: Management/Administration

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Two Questions

- #1 When you accepted the position as a manager, director, etc. did you think about how to expand your scope of nursing practice to accommodate you new role?

- #2 What does the practice act require direct care nurses to do but not nurse managers/directors?

Practicing Nursing as a Nurse Manager/Administrator

There is no difference in the applicability of the practice act for a nurse manager/administrator than a direct care nurse.

The leading concept is “Who is your client?” (discussion)

New Oregon Definition of Nursing: As of January 1, 2022

- *“Practice of nursing” means autonomous and collaborative care of persons of all ages, families, groups and communities, sick and well, and in all settings to promote health and safety, including prevention and treatment of illness and management of changes throughout a person’s life.*
- Modeled after the International Council of Nurses.
- Intended to move away from focus on acute care and nursing “tasks”.
- Addresses all the different avenues a nursing career can take.
- Perception of many is that nursing consists of “tasks” commonly associated with nursing...meds, IV’s, Pumps, I/O, orders by providers with legal diagnostic and treatment ability.
- There are no tasks listed in the practice act.
- The practice act simply states what nurses must do to obtain and maintain a license, and,
- When a nurse accepts an assignment under their license.

What does the practice act identify as required of all nurses?

- *Comprehensive assessment.*
- *Development of a plan of care to identify risks and goals regarding your client, be that client an individual, a group, a community, nurses who make up a nursing unit, etc.*
- *A plan to mitigate risks and obtain achievable goals during the encounter. That encounter may be a single visit, a procedure, a day, length of employment, ongoing...*
- *Prior to the nurse taking on the assignment under their license the nurse must verify that they have the knowledge, ability, skills, competencies, and resources to deliver safe patient care.*
- *Numbers and geography of patients are not a guarantee of patient safety. The nurse must individually determine if the assignment is safe based on their assessment of their clients.*

Practice Act Statements to Discuss

- Division 45 of the Practice Act: OAR 851-045-0060
- (1) The Board recognizes that the scope of practice for the RN encompasses a variety of roles, including, but not limited to:
 - (a) Provision of client care;
 - (b) Clinical direction and clinical supervision of others in the provision of care;
 - (c) Development and implementation of health care policy;
 - (d) Consultation in the practice of nursing;
 - (e) Nursing administration;
 - (f) Nursing education;
 - (g) Case management;
 - (h) Nursing research;
 - (i) Teaching health care providers and prospective health care providers;
 - (j) Nursing Informatics; and
 - (k) Specialization as an NP, CRNA, or CNS.

Practice Act Statements to Discuss

- OAR 851-045-0060 (2):
- Base RN practice on current and evolving nursing science, other sciences, and the humanities.
 - *In your current practice how do you gain knowledge regarding management science, HR regulations, conflict management, etc?*
- *Be accountable for individual RN actions.*
 - *The decisions you make are the actions of an RN practicing in the domain of nursing management/administrations and have the same accountability as any clinical decisions.*
- *Ensure unsafe nursing practices are addressed immediately;*
- *Ensure unsafe practice and practice conditions are reported to the appropriate regulatory agency;*
 - *What systems are developed, implemented and evaluated to assure that individuals feel safe to report.*

Practice Act Statements to Discuss

OAR 851-045-0060 (7)

- (a) Promote and advocate for an environment conducive to safety; and
- (b) Identify safety and environmental concerns, take action to address those concerns and report as needed.
 - *What methods do you use to assess the safety of the environment for staff and patients/clients?*

Practice Act Statements to Discuss

- OAR 851-045-0060 (8)
- (a) Identify factors that affect quality of nursing service, health services delivery, and client care, and develop quality improvement standards and processes;
- (b) Interpret and evaluate policies, protocols, and guidelines that are pertinent to nursing practice and to health services delivery;
- (c) Develop and implement policies, protocols, and guidelines that are pertinent to the practice of nursing and to health services delivery;
- (d) Participate in quality improvement initiatives and activities within the practice setting; and
- (e) Participate in the development and mentoring of new licensees, nursing colleagues, students and members of the health care team

Practice Act Statements to Discuss

- Conduct Derogatory to the Practice of Nursing of particular relevance to the practice of management/administration.
- OAR 851-045-0070 (1):
 - (a) Demonstrated incidents of violent, abusive, intimidating, neglectful or reckless behavior; or
 - (b) Demonstrated incidents of dishonesty, misrepresentation, or fraud.
 - *What is your management style? Do you recognize your stress level when it may be interfering with your practice as a manager?*

Practice Act Statements to Discuss

- OAR 851-045-0060 (10)
 - (a) Apply a broad knowledge and awareness of cultural diversity; and
 - (b) Recognize and respect the cultural values, beliefs, and customs of the client.
 - *Have you performed an assessment of your workforce in terms of the above criteria?*
 - *Do you have knowledge of how individuals of different backgrounds, ages, and cultures can work together?*

Practice Act Statements to Discuss

- OAR 851-045-00070 (2)
 - Accepting an assignment when individual competency necessary to safely perform the assignment have not been established or maintained.
 - *What preparation, continuing education or independent education have you done to incorporate the practice of management into you practice as a nurse?*

Practice Act Statements to Discuss

- Additional statements considered derogatory to the practice of nursing:
 - Aiding, abetting, or assisting an individual to violate or circumvent any law, rule or regulation intended to guide the conduct of nurses or other health care providers;
 - Developing, modifying, or implementing policies that jeopardize client safety;
 - Failing to take action to preserve or promote the client's safety based on nursing assessment and judgment;
 - Failing to report through proper channels, facts known regarding the incompetent, unethical, unsafe or illegal practice of any health care provider pursuant to ORS chapter 676;

Further Issues to Ponder

- Who controls the practice of nursing in the setting?
- How are policies directing what tasks nurses will perform in the setting developed and approved?
- Do you have a methodology for tracking what your assessment is of your care environment? Analysis? plan? Implementation? Evaluation?
- What is the nursing management/administration feedback loop regarding intersection of employment and nursing practice?
- Differences between responsibilities to your license and your employer.