

WINTER EXAMINATION 2000

BACHELOR OF NURSING DEGREE

ADVANCED NURSING STUDIES IV (NU414) (BND8)

LEADERSHIP IN NURSING

Professor Peter Bradshaw
Ms. Kathleen Murphy
Ms. Mary Connor
Ms. Adeline Cooney
Ms. Mary O'Hara

Answer **THREE (3)** of the following questions. All questions carry an equal mark.
Please use a separate answer book for each question.
Please note you are expected to support your answers by referring to relevant literature and where appropriate your clinical experience.

Time Allowed: Three (3) hours

1. Team nursing is being introduced on the Ward/Unit on which you work. You have previous experience of working in teams and have been a team leader. You found this method of work enhanced the overall quality of patient care and increased patients' satisfaction with their care. You, therefore, are very supportive of introducing team nursing but find some of your colleagues are less enthusiastic about the possible changes involved.

Analyse why the nurses on this unit may be resistant to the introduction of team nursing and suggest strategies to overcome their resistance. (30%)

Select one of the models of change and work through the steps of the model showing how you would go about implementing team nursing in this ward. (40%)

Evaluate the usefulness of this model for this type of change. Use the literature on change management to support your discussion. (30%)

2. You are in charge of a clinical environment for four weeks due to staff sickness. Two of the nurses that you are working with are constantly arguing. The arguments often take place in front of clients and relatives. The other nurses in the clinical environment find this upsetting and disruptive. The arguments appear to revolve around which nurse should be directing the other nurse as to what care to give. The ward uses a team nursing approach to the giving of care and neither of the nurses are team leaders. The team leader is on sick leave.

Discuss the strategy/strategies you would use in this situation and give a rationale for your action/inaction. (100 marks)

CONTINUED

3. Primary nursing is being introduced both to your clinical environment and the organisation in which you work. You have been selected as primary nurse with a team of three associate nurses. There are three primary nursing teams in the clinical area. Staff members on your team have rarely worked together before.

Critically evaluate the skills required for effective team building.

(100 marks)

4. You are a ward manager in a twenty-four bedded clinical setting. On taking up the post you are told that there are many issues that need to be addressed in order to improve the standard of care.

Critically discuss the significance of a leader's decision making skills to achieve a goal. (The goal in this case is to improve the standard of care.)

(100 marks)

ooo