

NURSING NEOGRAM

The University of Texas System Cancer Center M. D. Anderson Hospital and Tumor Institute

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THE DEPARTMENT OF NURSING PUBLISHES A WRITTEN ORGANIZATIONAL PLAN

Friday, March 12, Joyce Alt, R.N., Director of Nursing, and Patricia Tedder, R.N., Associate Director for Nursing Education and Research, presented a written organizational plan endorsed by the Assistant Directors of Nursing to the Clinical Nurse Specialists, Clinicians IV, Clinical Nurse Coordinators, Clinical Instructors, Supervisors, and Head Nurses. The thirty (30) page document includes Goal Statements, Table of Organization, the Department of Nursing Organizational Concepts and Principles, Management Model, and the Employee Care Plan.

The plan describes how the Department is organized to assure the delivery of competent, individualized goal-directed nursing care based on a sound, ever expanding body of clinical nursing and management knowledge.

Decentralized and participatory management, responsibility and accountability of professional nurse practitioners are two of the concepts introduced in the first section of the plan which follows:

The Department of Nursing Organizational Concepts and Principles

The Nursing Department shall be organized to:

1. Meet the nursing care needs of patients and maintain established standards of nursing practice;
2. Insure that standards for professional nursing practice, as defined by the Texas Nurse Practice Act, the Nursing Council, and the Executive Committee of the Medical Staff, are implemented, evaluated, and monitored;
3. Effect a system of organized management placing responsibility and accountability for nursing care of patients under professional nursing practitioners;

4. Maintain an environment conducive to the continued improvement of the practice of nursing, staff development, and clinical research;
5. Maintain a milieu enhancing the self-worth of each individual as a person and professional;
6. Effectively administer each section through decentralized, participatory management; participatory management requires input from all levels of staff in setting goals and objectives and periodic evaluations to measure progress and identify situations that can be resolved through the problem-solving process;
7. Acknowledge each staff member as responsible and accountable for functioning at the level outlined in his job analysis; the individual nurse assumes responsibility and accountability for his own action and for others under his leadership.

The components of the Department are identified and embodied in the following Organizational Concepts:

1. **Divisionalization:** Establishment of operating units called divisions that, to the extent feasible, have responsibility for the portions of the functions of the Department assigned to them.
2. **Decentralization:** Assignment of responsibility for operating functions and delegation of commensurate authority as close to the point of action as is consistent with sound operations.
3. **Sectionalization:** The operating unit of the division, to the extent feasible, has responsibility for the portion of division functions assigned to it. The Assistant Director for the section will be referred to as section head.
4. **Unit:** The singular formation of a section that has responsibility for the portion of the functions of a section assigned to it. The Head Nurse of the unit will be referred to as administrative staff.
5. **Centralization:** Unlike centralized services, centralization means responsibility for overall plan-