

It *should* have been resilient and resourceful

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2018



## The facts : what we know so far.....

- All New Zealand nurses who hold a practicing certificate must sign off that they know, understand and practice the direction and delegation role (Competency 1.3)
- The Scope of Practice states: Registered Nurses must delegate and direct, and Enrolled Nurses must be delegated to
- There are two NCNZ guidelines related to direction and delegation requirements available – one for RNs to ENs, and one for RN to HCA. There is no guideline written specifically for the EN role
- NZNO provide Direction and Delegation professional forums from time to time



## Continued....

- There is very little literature on how New Zealand nurses can manage their direction and delegation interactions.
- When nurses tick the box ...sign off ...on their annual practicing certificate that they meet competency 1.3. this implies that they know and understand **both** direction or delegation, the difference between the two, how to manage challenging interactions around direction or delegation, and who is accountable and when.



# Continued.....

- Some DHBs provide an e-learning package based on the NCNZ guidelines
- There are no face to face in-service sessions provided by employers related specifically to the direction or delegation role
- There has been no NCNZ Road Show related to direction and delegation expectations
- Ara Institute of Canterbury provide teaching and learning sessions in year one and year three
- Most DHBs have compulsory/required ISBAR, Fire training, Smoking cessations sessions.....not dedicated direction or delegation information



# The research purpose.....

- The purpose of my study was to explore nurses' perceptions about their everyday direction and delegation experiences using a narrative approach.



# The research process.....

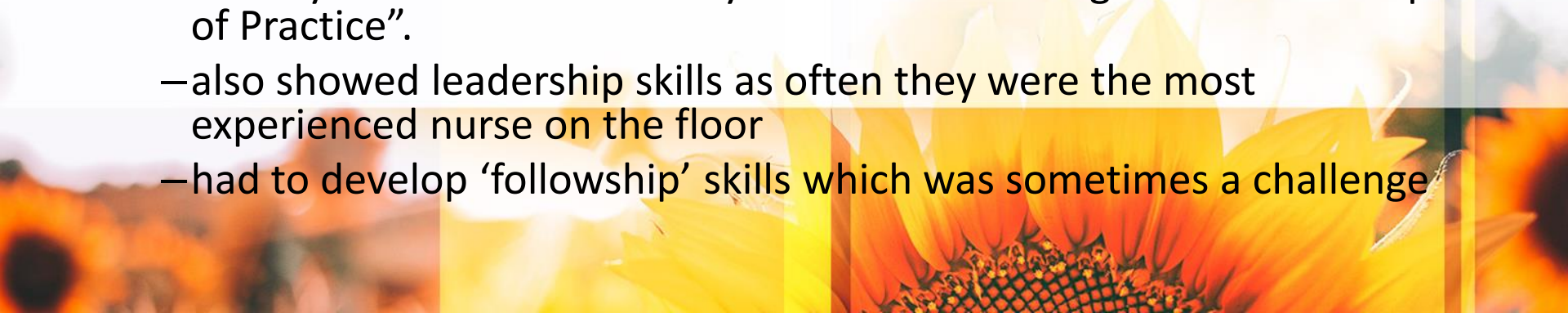
- 36 Registered and Enrolled Nurses were interviewed from a cross section of nursing workplaces within Canterbury
- a narrative inquiry method was used to gather together the nurses' stories about their communication interactions during direction and delegation
- a number of small stories as shared understandings were uncovered
- as well as the unique and different strategies that each nurse used to ensure they worked within their Scope of Practice



# Small stories as shared understandings.....

## Enrolled Nurses

- knew and understood their Scope of Practice
- believed that Registered Nurses were confused about the role of Enrolled Nurses
- believed that the Registered Nurse was confused about who was responsible for the Enrolled Nurse’s nursing practice
- were not all in a delegation relationship but “checked in” when and “if they needed to”. This is by definition “working outside the Scope of Practice”.
- also showed leadership skills as often they were the most experienced nurse on the floor
- had to develop ‘followship’ skills which was sometimes a challenge



## Continued.....

- felt uncomfortable being delegated to by a new, agency or casual nurse who may not have the specialised knowledge of the nursing area. Not having specialised knowledge of the nursing area impacted on delegation knowledge.
- felt that Registered Nurses did not understand that they had a right and obligation to decline to do a task if they felt unsure about it/had not done the training for it or were not confident with it. This self assessment activity was essential to keeping the patient safe, and their registration safe.





# Overall.....

- *all nurses interviewed wanted to provide professional care, and*
- *for the patient to be safe and this was the motivation behind their stories of experience*



# Narrative plots.....

- Enrolled Nurses
  - Working *together*
  - Delegation as a *relationship*
  - Communicating well
  - Seeking delegation
- Registered Nurses
  - Professional communication
  - '*Doing*' delegation and direction
  - Skills for delegation
  - Working *as* a team (versus working in a team)



# So what?

- Confusion surrounding the differences between direction **and** delegation and who is accountable
- Assessment – there are many assessments and these will take time. The EN ability to self assess is vital.
- Communication – not just respectful, diplomatic and inclusive communication, but advanced, professional and sophisticated where nurses look beyond what is said to how it is said, and why it is said that way
- Leadership – by the RN of the direction and delegation *relationship*, by the Nurse Leaders in positions of authority to provide more information and area specific workplace relevant policy
- Team work – not just work *as* a team (which is expected of employees behaving professionally) but *in* a team of different skills mix, experience and levels of nurse



# What now?

- Registered and Enrolled Nurses (EN) need more information
- More *in-service* where Registered and Enrolled Nurses are together (face to face) to discuss the skills required for delegation
- Clear, well written national guidelines that spell out the difference between direction, delegation and allocation
- Nurse leaders who provide change management around the direction and delegation role and responsibilities, and what an EN can do in a specific workplace, understand that 'good' delegation takes time and skill, and support a *team model* (not primary or geographical nursing)
- ***Communicating well*** and ***professionally***, forming a delegation ***relationship***



# So what can we do?

- Ensure the nurses we work alongside really understand delegation and direction and *accountability*. That is the Registered Nurse is responsible for the delegation process, not the Enrolled Nurses' nursing care.
- Use the correct terms (not supervision any more)
- Provide information about the Enrolled Nurse role (the biggest confusion)
- Ask and don't assume others know about delegation, or the Enrolled Nurse role
- Continue to politely decline a task if unsure
- Advocate for a delegation *relationship* and actual *teamwork* **in** a team



# Continued.....

- Use the correct terms
- Provide information about the Enrolled Nurse role in your area
- Support and encourage *communicating well* and *communicating professionally*
- Provide information about the two very different roles - delegation *and* direction
- Appreciate the *skills* involved in *doing* delegation and followship
- Embrace and be proud of your resilience and resourcefulness...



# Resilient and resourceful? Yes!

- Enrolled nurses must remain resilient and resourceful



# References

- *Code of Conduct* (2012). Nursing Council of New Zealand
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