

Format for left-hand/right-hand column case¹

(Respond to questions 1, 2, and 4 by inserting the cursor just after the “:” mark and typing. Respond to question 3 by inserting the cursor in one of the cells of the table and typing.)

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1. The challenge or theme illustrated by this episode: Disagreeing with an authority figure
2. Brief statement of context: At my last job, one of my duties was to manage two military health clinics. The nurse at our remote clinic (working with eight physicians) had never worked in a clinic of that size, with complex programs and the need to function with minimal supervision. Despite hours of training and mentorship by the nurse at the other clinic and me, Captain L was still performing below what was required of him. I decided he needed more one-on-one mentorship and would benefit from an inpatient setting, involving less independence and more contact with other nurses. The Chief Nurse (Colonel W) at the hospital agreed this would be a good move, but wouldn't provide a replacement. Having a competent nurse at the remote clinic was critical, given the location and mission. Moving the nurse from my other clinic was not feasible given the additional responsibilities and complexity of her job there. Splitting her time between places was not an option.
3. The conversation

<u>My Thoughts and Feelings</u>	<u>What We Said</u>
	Me: Thank you for your support on moving Captain L. I really think he'll do well with mentorship. We really need to have a replacement for him.
Happy that we had gotten support from Colonel W.	Col W: Well, I don't have anyone to give you. The soonest would be about 6 months.
He's GOT to be kidding! We can't do without a nurse for that long.	Me: Sir, I understand you're trying to balance staff. There are nursing rotations throughout the hospital coming up. The floor will have an extra nurse – can we take one from elsewhere?
	Col W: No, can't do it.
He has too many nurses running “programs” and not enough seeing patients!	Me: But with only one nurse, with him gone, that's 100% of our nursing support in a remote location. We have complicated patients – without a nurse, we're setting ourselves up for a bad outcome, putting patients at risk.

¹ Developed by Action Design, Inc. Go to ActionDesign.com for more details on productive conversations and reflective practice.

Why is he so unwilling to help? He's unreasonable! Doesn't he understand the job we do out there?	Col W: Sorry...
Family Practice clinic is 100% manned for nurses...	Me: What if we take a nurse from Family Practice? They're fully staffed, so losing a nurse will put them at 80%. We're at zero.
Yeah, sure you will.	Col W: Nope, can't do it. I'll let you know if anything changes.

4. Lingering concerns, puzzles, or questions: Why the lack of support? Not rank – I asked my boss to intervene and he got the same answer. Ended up going around him through the patient safety advocate to get our nurse. Never found out why he was so resistant. How do you persuade someone who already has their mind made up?

When you are finished, please post your case. **Please bring 4 hard copies of your case to class.**