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MAKING SENSE OF THE
DIRECTOR OF NURSING
STRUCTURAL
POSITIONING IN NEW
ZEALAND PUBLIC
HOSPITALS (2006-2012).

by

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ABSTRACT

MAKING SENSE OF THE DIRECTOR OF NURSING STRUCTURAL POSITIONING IN NEW ZEALAND PUBLIC HOSPITALS (2006-2012)

This dissertation reports on research examining and analyzing nursing leadership structures in New Zealand public hospitals, and in particular, the Director of Nursing (DoN) structural positioning. Leadership in hospital nursing is critical if the profession is to meet the challenges facing health services in the 21st century. The research has been undertaken using case study methodology and focuses on how organizational decision-making structures have impacted on nursing leadership in public hospitals. 'Sense-making' has been used as a theoretical construct to understand both the formal and informal structures that influence organizational decision-making. Phase one of the research involved examining twenty District Health Board (DHB) organizational and nursing charts. In phase two and three, the Directors of Nursing (DoNs) and the Chief Executive Officers (CEOs) were surveyed using a series of demographic and qualitative questions to draw out understanding of the Director of Nursing (DoN) role. The research has found that the constructs of power and authority influence the decision making processes at the executive level of the DHB. An analysis of the data indicates that the current structural positioning of the DoN is hindered by the existing dual accountability line reporting structures in DHBs and this is a barrier to alignment with Magnet hospital principles which provide evidence of effective patient outcomes. The focus primarily adopted by District Health Boards on professional line reporting only for nursing is not conducive to achieving effective and safe patient outcomes as it removes authority from the DoN and yet places unrealistic

expectations on accountability of how the DoN can achieve effective and safe patient outcomes within the public hospital setting.

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ABBREVIATIONS

CD	Clinical Director
CEO	Chief Executive Officer
CHE	Crown Health Enterprise
CMO	Chief Medical Officer
CNS	Clinical Nurse Specialist
COO	Chief Operating Officer
CPHAC	Community Public Health Advisory Committee
CTA	Clinical Training Agency
DHB	District Health Board
DoN	Director of Nursing
DRG	Diagnostic Related Groups
DSAC	Disability Services Advisory Committee
ELT	Executive Leadership Team
EMT	Executive Management Team
HAC	Hospital Advisory Committee
HFA	Health Funding Authority
HHS	Hospital & Health Services
ICD	International Classification of Diseases
KPI's	Key Performance Indicators
MECA	Multi-Employment Collective Agreement
MoH	Ministry of Health
NHB	National Health Board
NCNZ	Nursing Council New Zealand
NENZ	Nurse Executives New Zealand
NetP	Nurse entry to practice Programme
NZNO	New Zealand Nurses Organisation
PDRP	Professional Development Recognition Plan
QHNZ	Quality Health New Zealand
RHA	Regional Health Authority
RMO	Resident Medical Officer
SMT	Senior Management Team