

## **APPLICABILITY OF LEWIN'S CHANGE MANAGEMENT MODEL FOR OPTIMIZATION MANAGEMENT FUNCTION IN NURSING DELEGATION BETWEEN HEAD NURSE AND TEAM LEADER: A MINI PROJECT IN JAKARTA MILITARY HOSPITAL**

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### **ABSTRACT**

The role of nurses in health care systems is diverse, included being a health care provider to clients, client advocates, educators for clients and families, and nursing service managers. One strategy that can be applied in managerial nursing is delegation. The goal of this study was to assess the applicability of Kurt Lewin's change management method to analyse the management function in nursing delegation between head nurse and team leader. This study was conducted in one of the Jakarta Military Hospital by conducting a mini project consisting of case reports using a fishbone diagram approach, solving problems using Plan-Do-Check-Action (PDCA) tools starting with Plan Of Action (POA), implementation, evaluation, and follow-up. The results of the identification showed that the head of the room in carrying out the delegation was not optimal, included documentation in the delegation book that was not optimal, delays in filling, non uniformity in the format of delegation books in the room, and not understanding due to lack of standardization and control from superiors. Guidelines are used as a reference in delegating nursing to the head of the hospital room, and the documentation of nursing delegates is done correctly because delegates work better when the reporting structure is clear. In conclusion, application fishbone diagram, lewin's change management model, and PDCA cycle can optimize management function in nursing delegation between head nurse and team leader in Jakarta Military Hospital. Recommendations are given to the nursing department, head of the room, team leader, and executive nurses to increase self-awareness, knowledge, and ability in delegating nursing.

**Keywords:** Documentation, Head Nurse, Guideline, Nursing Delegation

### **1. Introduction**

The role of nurses in health care systems is diverse, included being a health care provider to clients, client advocates, educators for clients and families, and nursing service managers [1]. In the role of nursing manager, a nurse is expected to be able to implement a strategy to maintain service quality in order to create a balance between the performance and work outcomes of nurses [2] so as to create excellent quality integration from a hospital [1]. This balance will form good or bad hospital services that are closely related to the knowledge, skills, and professional attitude of a nurse.

One strategy that can be applied in managerial nursing is delegation. Delegates are completing tasks through other people or directing tasks to one or more people to achieve organizational goals [2]. The Hospital Accreditation Commission (2017) in the National Standards for Accreditation of Hospital Guidelines states that hospital managers must ensure that each competent nurse must be able to carry out nursing care independently, delegate, or mandate so that nursing services are safe and effective. Optimal delegation can be realized if the head of the room delegates according to the procedure and is able to review his subordinates before giving assignments. Delegates that are not implemented are one of the causes of increasing numbers of patient complaints and declining quality of care for care rooms [3].

There are several benefits of delegation. With delegation, the head of the room can complete routine tasks that cannot be completed or implemented because of constraints of time constraints [4]. Delegation is also a means for the head of the room to be able to get a lot of time in making decisions, formulating policies and planning in prioritizing which work will be done and can build the ability of subordinates or nurse implementers [4]. In addition, delegation can also reduce fatigue in the head of the room where a study explains that 25.5% of the time the head of the room is spent on patient affairs, performs many short and fragmented tasks that have the potential to cause fatigue [5].

Military Hospital is a health service facility under the auspices of the Indonesian National Army throughout the archipelago. The special feature of the hospital lies in the command unit system that is applied in the entire working environment of the Indonesian Armed Forces. The command unit is a hierarchical command system from the highest to the lowest authority. There have been no studies on nursing delegation at Jakarta Military Hospital. This paper aims to analyze the application fishbone diagram, lewin's change management model, and PDCA cycle for optimization management function in nursing delegation between head nurse and team leader in Jakarta Military Hospital.

## **2. Method**

A mini project conducted at military hospitals in Jakarta. The applying project based on the Kurt Lewin's change management model between 29 November-13 December 2018 with permission letter number is B / 38461 / IX / 2018. This mini project consists of the case reports of application fishbone diagram, lewin's change management model, and PDCA cycle for optimization management function in nursing delegation between head nurse and team leader in Jakarta Military Hospital.

The data was gathered from 4 head nurses by using interview method based on the planing-Organizing-Staffing-Actuating-Controling (POSAC) management function approach. To determine the main problem of the hospital. The data analyzing was analyzed by using a fishbone diagram and resolved by Kurt Lewin and Plan-Do-Check-Action (PDCA).

### 3. Result

The results showed that the nursing delegation among head nurse had no optimal implemented. The main crucial point because the delegation process were conducted using the group chat or watshapp application rather than book documentation . About 80% of the head nurses do not understand the regulation of nursing delegation Other causes related to the main problem were that 100% of nurses stated that there were no guidelines or operational standards for the procedures governing delegations at the military hospital.

Kurt Lewin model including unfreezing (search), movement, and refreezing was approached to solve the problem. The unfreezing stage carried out the information about nursing delegation, workload, vision and mission of hospital, and guidelines for doing nursing delegation. In movement stage, we carried out making nursing delegation guidelines and operational standards in those hospital. In addition, we evaluating changes that have been made and produced, maintaining the situation with the nursing delegation guidelines that have been approved by the Head of Hospital in Jakarta on refreezing stage. Three stages of Kurt Lewin model can be seen in Figure 2.

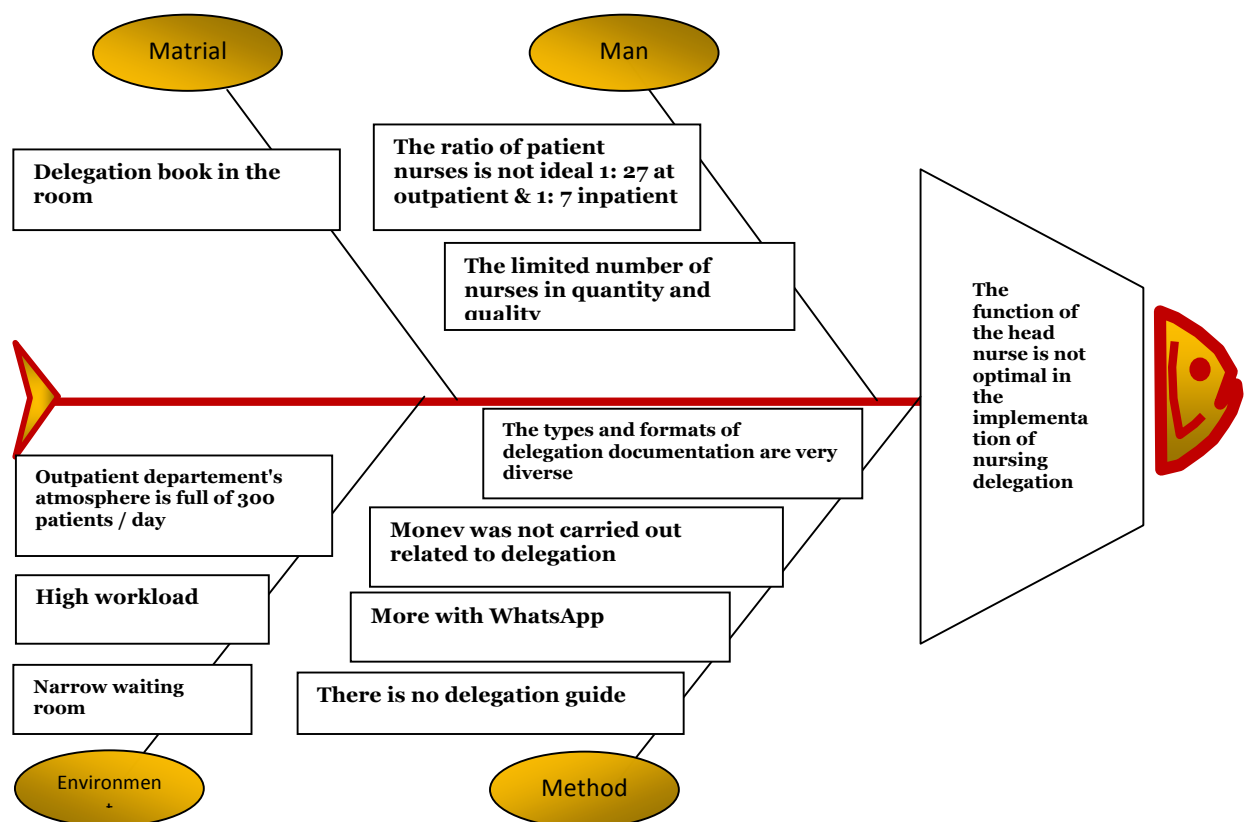


Figure 1. Analysis of the main problems using the Fishbone Diagram



Figure 2. Problem solving using Lewin's change management model

In the planned change Kurt Lewin achieved from the stages of unfreezing, movement, and refreezing only covered the scope of the nursing department. However, planned changes made cannot be resolved if faced with the scope of the hospital. With planned changes made if faced with the scope of the hospital is still at the unfreezing stage. This is due to the complexity of hospitals which are military hospitals with complex bureaucracies and many nursing staff. In resolving the main problem it was also carried out using the PDCA approach. There are four stages in this PDCA approach, namely plan, do, check, and act. Problem solving uses the PDCA approach as seen in Figure 3. Through this activity carried out in the plan stage, namely by identifying problems and analyzing problems. Identification and analysis of problems is done using the Fish Bone diagram. Problem solving planning is outlined in the form of plan of action (POA) to optimize the planning function of the nursing manager in nursing delegation.

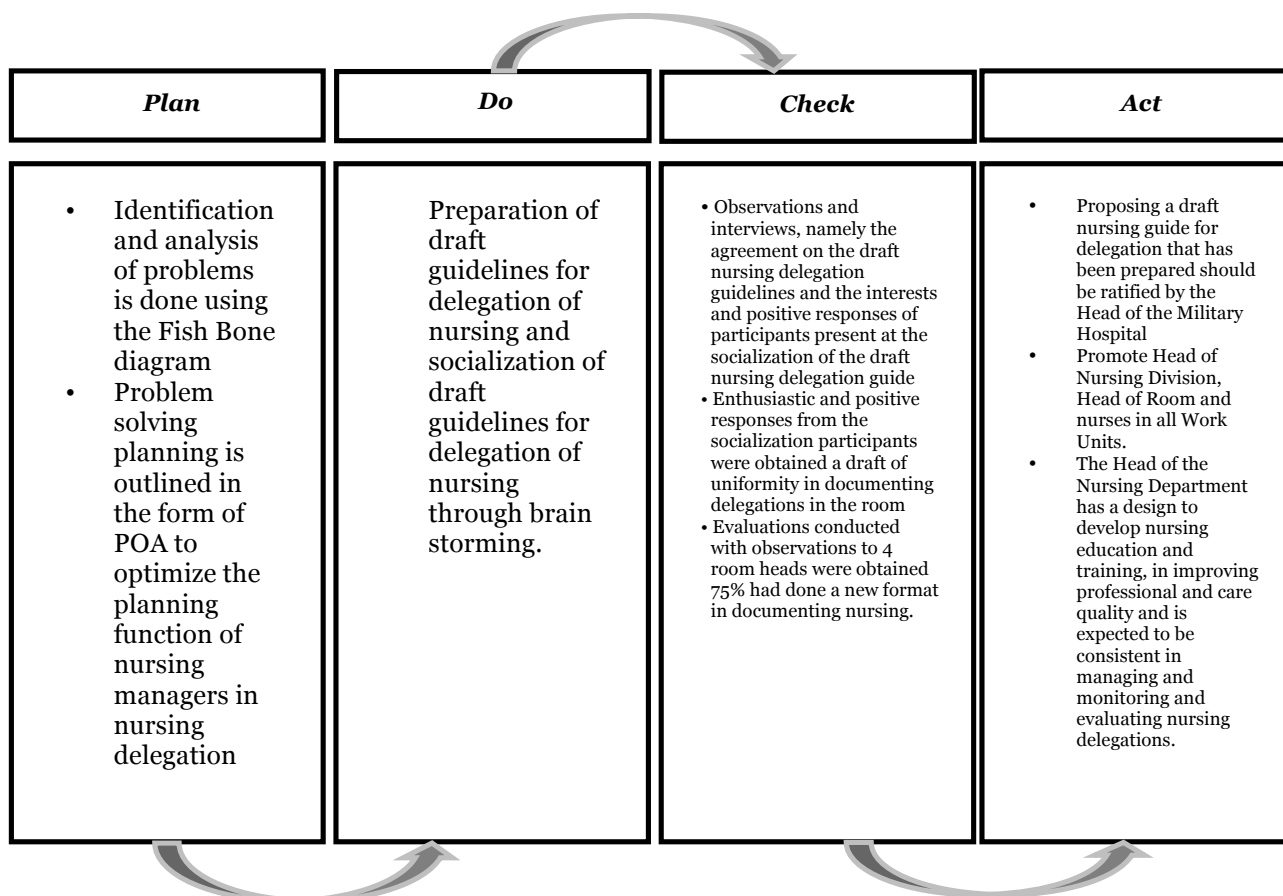


Figure 3. Problem solving using the PDCA approach

The next stage is the stage where the researcher applies and develops the existing solutions. The solution to overcoming the main problems that exist is to develop guidelines for the delegation of care and disseminate these guidelines through brain storming. The guidelines are based on policies, regulations in military hospitals in Jakarta, journals, and consultations with academic advisers.

At the check (evaluation) stage, the activities carried out are evaluating the results and objectives that have been set. Evaluation is done through observation and interviews. The evaluation results were in the form of positive responses and antusias responses from participants who attended the socialization of the nursing delegation guideline draft and they approved the draft guidelines for nursing delegation. In addition, the evaluation stage was also carried out by observing 4 head nurses, and it was found that 75% of the head of the room had formatted new content in documenting nursing delegations.

In the last stage of the action, the researcher proposed a draft nursing delegation guide that must be approved by the Head of the Military Hospital, socialization to the Head of the Nursing Division, Head of Rooms and nurses in all of work units to improve professionalism and quality of care.

#### 4. Discussion

Various efforts have been implemented with the aim of solving the main problems related to the nursing delegation. Efforts were made using planned changes from the Kurt Lewin approach, which consisted of unfreezing, movement, and refreezing. This is done because the planned changes using the Kurt Lewin approach can improve the quality of services to patients and can help achieve organizational goals [6]. Another effort made by nursing managers is to solve the problem of using Plan-Do-Check-Action (PDCA). Hariyati [7] states that PDCA can be used in an effort to control and guarantee the quality of nursing resources.

The unfreezing stage carried out includes the study of the need for changes related to nursing delegation, consisting of the head nurse's statement regarding the importance of nursing delegation, high workload and activities outside the main task of the head of the room that are not in line with the hospital vision and mission. The results of the assessment also showed that there were no rules governing nursing delegations [6]. The unfreezing stage is then integrated by identifying and analyzing problems. Problem identification and analysis is carried out using the Fish Bone diagram. Problem solving planning is described in the form of a plan of action (POA) to optimize the planning functions of nursing managers in nursing delegations.

The next stage is the phase of movement and stages by applying and developing solutions that are good and maximum. The solution to overcoming the main problem is to develop guidelines for nursing delegation. This guide is instruction in conducting delegation activities [11]. Policies and procedures also contain instructions on what tasks are possible and impossible to delegate [12]. Distribution of draft guidelines to delegate care through brain storming through dissemination to head nurses, team leaders, and implementing nurses regarding procedures and management of good and correct nursing delegates in hospitals. All legal aspects and the importance of providing clear instructions in the delegation process must be communicated [13]. Nurses need knowledge, skills, and attitudes in delegation practice [9]. The head nurse is responsible for ensuring that the nurse given by the delegation has the right skills and knowledge so that she must provide special training and education regarding nursing delegations [13]. The guideline draft contains procedures for carrying out delegations and delegating delegation activities that have been carried out. Studies show that delegates work better when the pelapora structure is carried out clearly [8]. The nurse must ensure that documentation is in accordance with the delegation process [13].

The next stage is the re-examination phase, which evaluates the changes that have been made and maintains changes by applying the nursing delegation guidelines that have been approved by the head of the military hospital in Jakarta. The head of the room responsible for delegation must periodically monitor and evaluate the delegation process so that the ability to delegate can be routine and effective [10,12]. The final stage of the action (follow-up plan) is to propose a draft nursing delegation guide that must be approved by the Head of the Military Hospital, socialization to the Head of the Nursing Division, Head of Room and nurses in all work units. The head of the Nursing Department is also expected to have a design proposal for the development of nursing education and training, in improving professionalism and quality of care and is expected to be consistent in implementing and monitoring and evaluating nursing delegates. The organization must also provide development education and training regarding effective delegation [7]. All stages according to Kurt Lewin that have been applied at Jakarta Military Hospital have proven effective in improving the nursing delegation process.



However, further studies are needed on the long-term application of these models in improving the quality of nursing care in hospitals.

## **5. Conclusion**

The implementation of the delegation process at the military hospital in Jakarta which has not been optimal can be caused by several things, researchers have conducted an analysis using fishbone diagrams and found several problems which led to one major problem as mentioned above. Preliminary research conducted by the researchers showed that the survey of nurses' perceptions of the function of the head of the room showed that 62% of the function was not optimal, and 57% of the control function was not optimal. The results of observations of interviews with the head of the room about the implementation of the delegation of nursing in military hospitals in Jakarta showed that the head of the room had many priority tasks to be completed immediately and immediately.

The approach of planned change of Kurt Lewin and problem solving using Plan-Do-Check-Action (PDCA) was carried out by researchers to nurse managers in hospitals with the aim of changing the pattern of the delegation process in order to be more optimal in their activities. One of the implementations is making a draft guide that is used as a reference in delegating nursing by the head of the room in the hospital. Based on Bandura's theory [15] there are 4 stages that must be considered by nursing managers so that the process of implementing the guideline can be carried out optimally, the process includes attention-retention-reproduction-motivation. The results of the observations are changes in the pattern of delegation performed by the head of the room to the team leader in the treatment room. Periodic nursing managers ensure the documentation of nursing delegates is done correctly because delegates work better when the reporting structure is clear.

In conclusion, application fishbone diagram, lewin's change management model, and PDCA cycle can optimize management function in nursing delegation between head nurse and team leader in Jakarta Military Hospital.

## **6. Recommendation**

### ***Managerial***

The importance of the delegation process becomes urgency for nurse managers to propose authorization guidelines, operational standards for nursing delegation procedures by the head of the hospital to be implemented immediately. Other activities that can be carried out by nurse managers are to disseminate nursing delegation guidelines and SPO that have been approved by the head of the hospital to the Head of Room, team leader, and nurses in the Work Unit. Nurse managers can schedule monitoring and evaluation of nursing delegation activities carried out by the nursing work unit and conduct training, map formal education to improve discipline, knowledge, and ability of the head of the room and team leader through monitoring of delegation books and direct observation of delegation activities done in the room.

### ***Head nurse and team leader***

The roles that can be performed by the head nurse include optimizing the role and function of management in delegating nursing and increasing the knowledge and ability of the head nurse and the team leader about delegating nursing to training and training. The head of the room and the team leader must have self-awareness and self-management for discipline in delegation in improving the quality of nursing care.

### **Executing nurse**

Some of the things that can be done include increasing the knowledge and abilities of implementing nurses about nursing delegation by attending training and training as well as increasing self-awareness and self-management of nurses so as to produce discipline in delegation to improve the quality of nursing care.

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