

PLANNING
in
NURSING ADMINISTRATION

DECISION MAKING

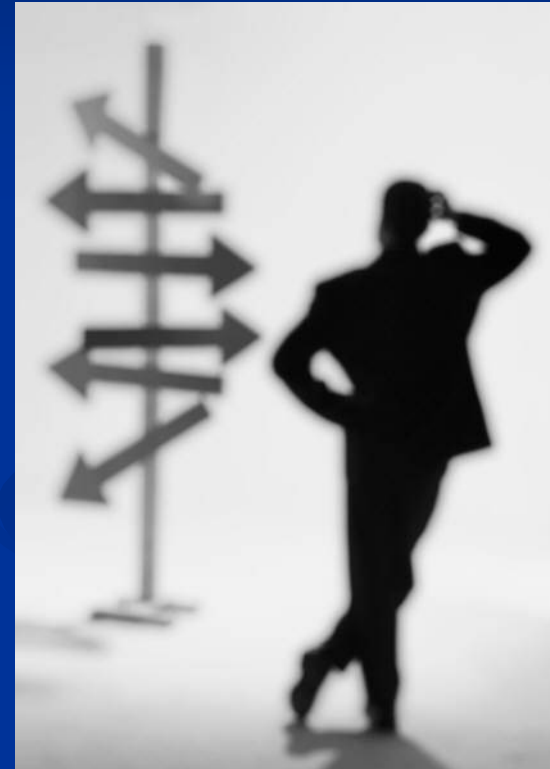
&

PROBLEM SOLVING



DECISION MAKING

Managers engage in **Decision Making**, consciously or unconsciously, throughout **every day life situations**, either *at work* or *out of work settings*.



HOW CAN YOU DEFINE ...



Decision
Making

Systematic cognitive (Thinking)
process in which there must be an
identification of alternatives

HOW CAN YOU DEFINE ...

Decision



Judgments selected from
two or more alternatives.

HOW CAN YOU DEFINE ...



Decision
Making
Situation

The situation in which *decisions are made*. It may be personal, clinical, or organizational.



Decision Making Situation

- *Personal decision making:* is the most familiar part of everyday life.
- *Clinical decision making:* relates to quality of care and competency issues.
- *Organizational decision making:* is choosing options directed toward the resolution of organizational problems and the achievement of organizational goals.



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HOW CAN YOU DEFINE ...



Problem
Solving

Process whereby a *dilemma*
is **Identified** and **Corrected**.

Types of Decisions



Routine

Adaptive

Innovative



Types of Decisions

- *Routine decisions*: is the decision made when problems are relatively well defined and common and when established rules, policies, and procedures can be used to solve them.
- *Adaptive decisions*: is the decision made when problems and alternative solutions are somewhat unusual and only partially understood.
- *Innovative decisions*: is the decision made when problems are unusual and unclear and creative solutions are necessary.



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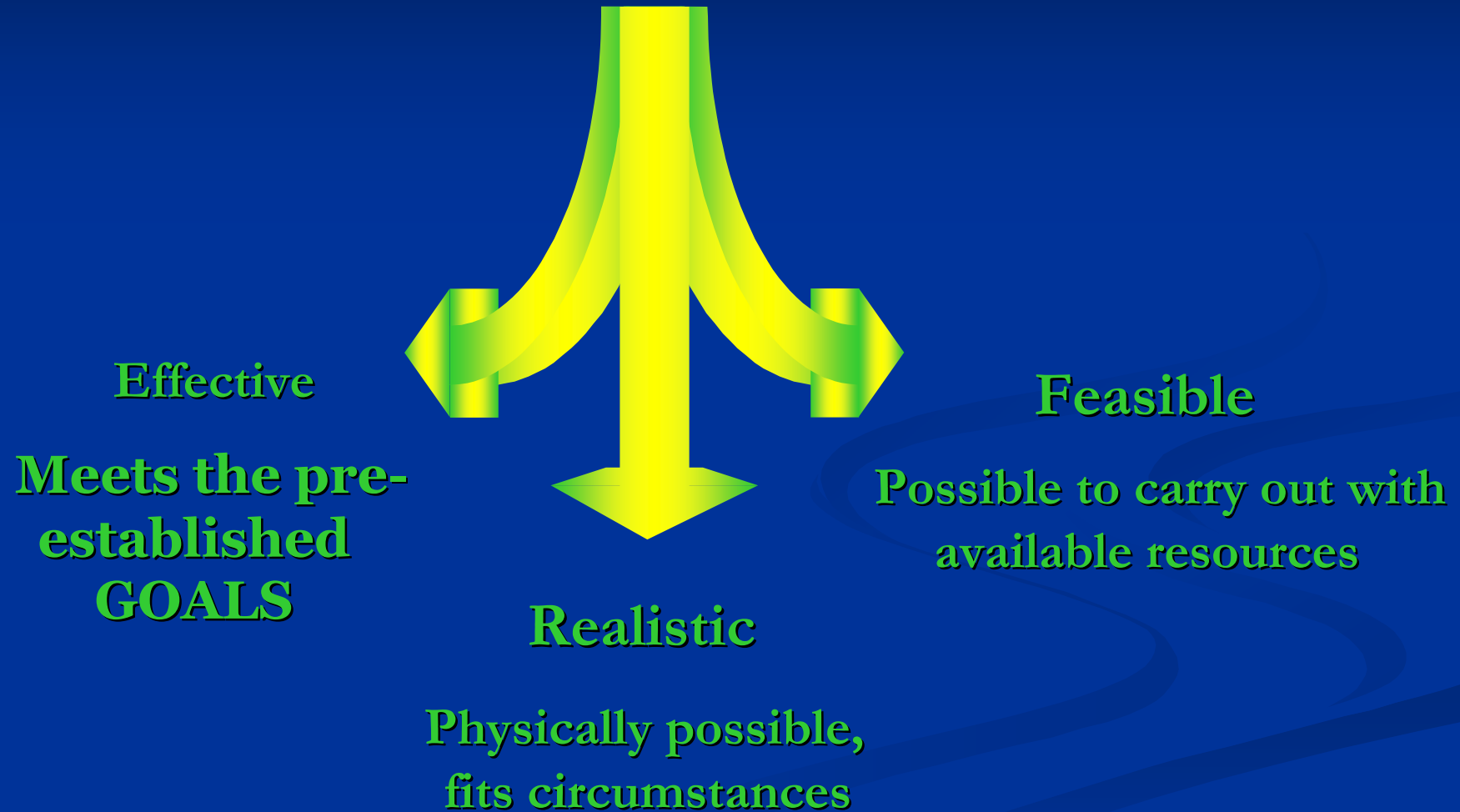
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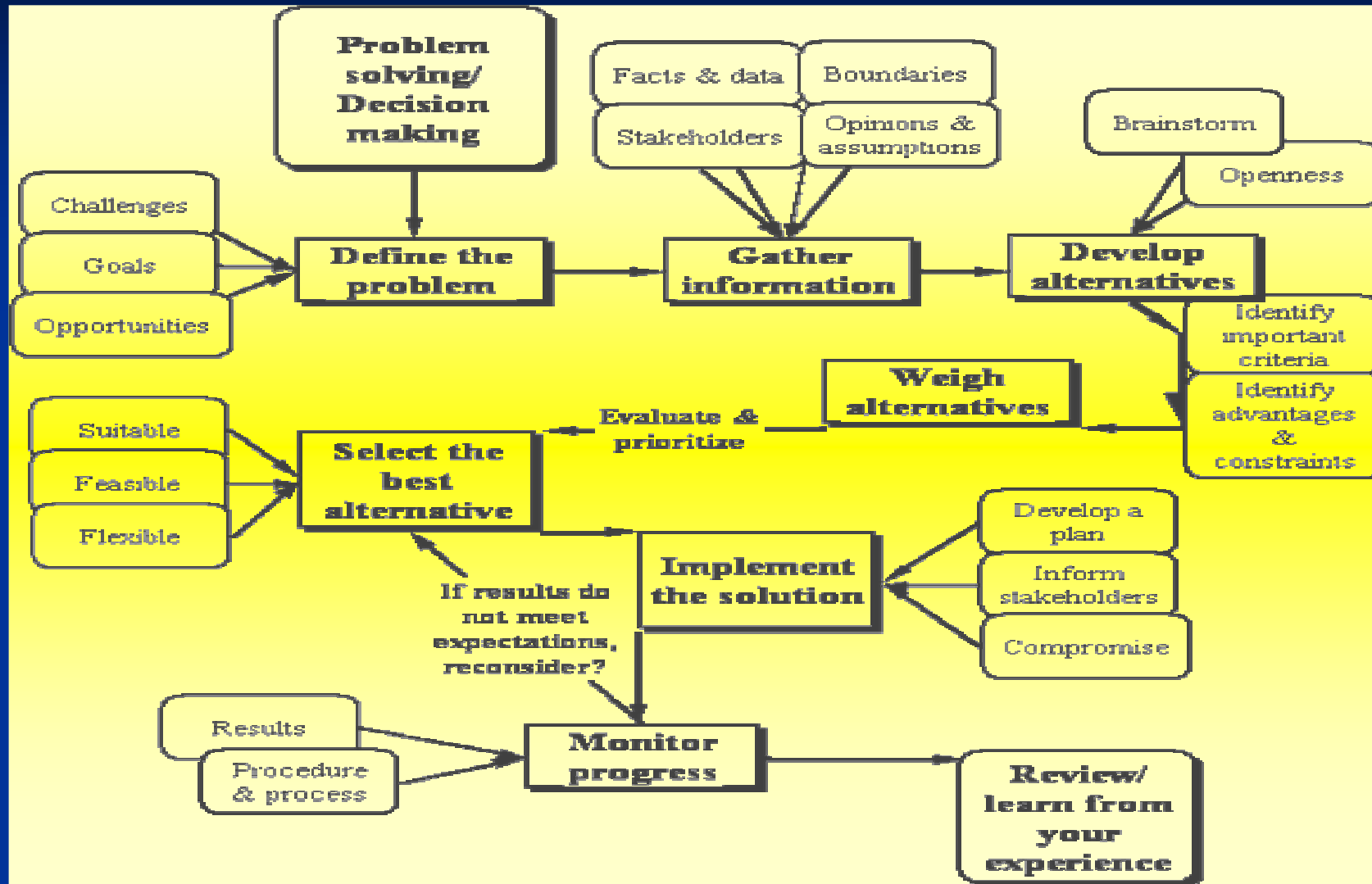
Characteristics of effective decision making process

- *Systematic, comprehensive* way of thinking.
- *Predetermined Consequences* of implemented decision.
- Much *positive outcomes* and fewer *negative consequences*.
- Based on a "*Goal-oriented*" analysis of the situation.

Characteristics of the decision



Problem Solving and Decision Making Process

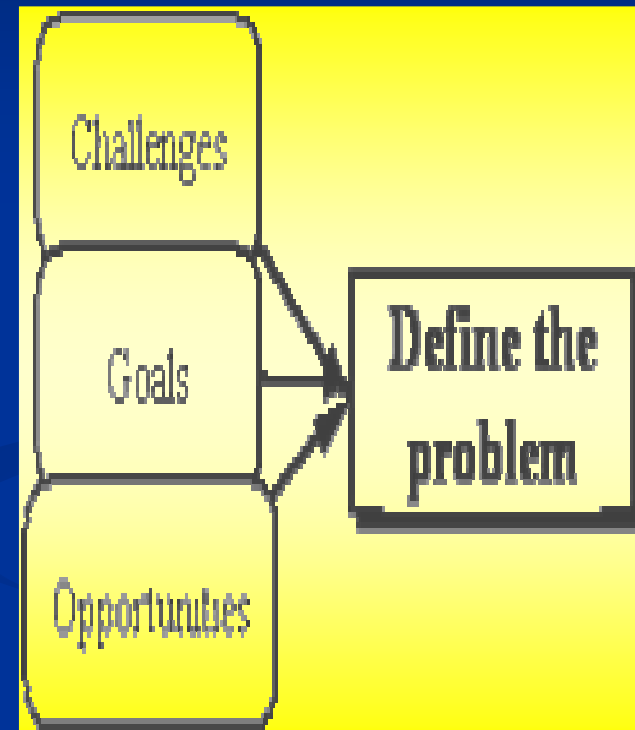


Problem Solving and Decision Making Process

1. Define the Problem

Consider these questions:

- *What is the problem?*
- *Is it my problem?*
- *Can I solve it? Is it worth solving?*
- *Is this the real problem, or merely a symptom of a larger one?*
- *If this is an old problem, what's wrong with the previous solution?*
- *Does it need an immediate solution, or can it wait?*
- *Is it likely to go away by itself?*
- *Can I risk ignoring it?*
- *Does the problem have ethical dimensions?*
- *What conditions must the solution satisfy?*
- *Will the solution affect something that must remain unchanged?*

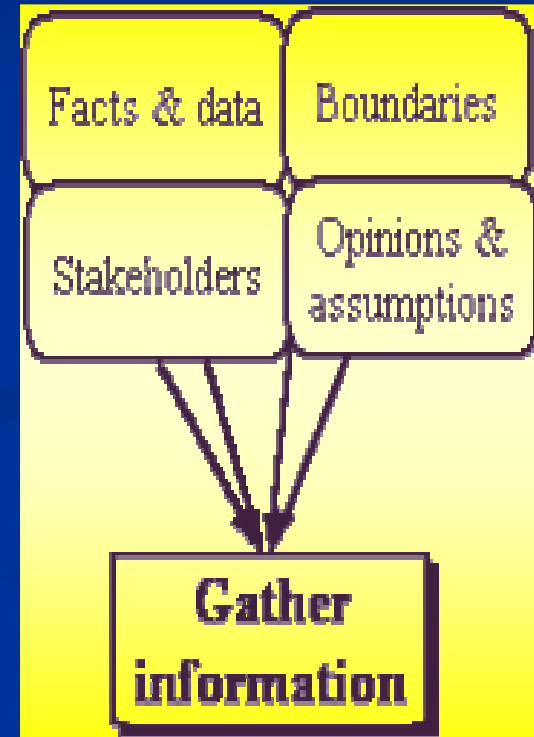


Problem Solving and Decision Making Process

2. Gather Information: from where!!!

Stakeholders:

”Individuals, groups, organizations that are affected by the problem or its solution”. Decision makers and those close to us are very important to be identified.

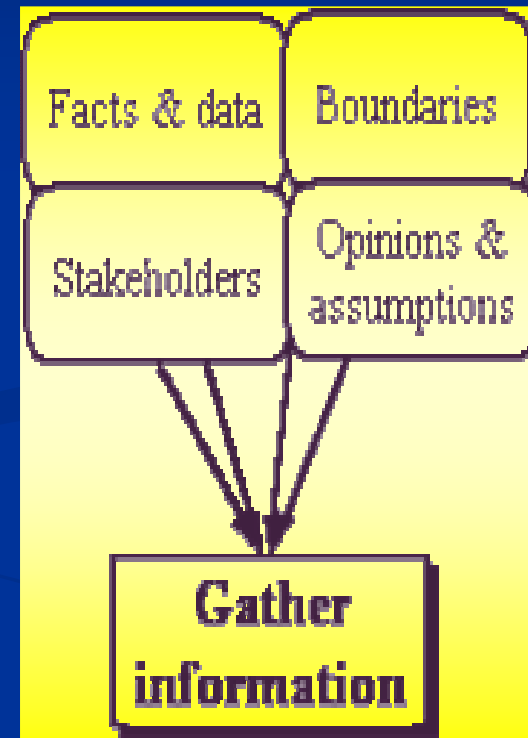


Problem Solving and Decision Making Process

2. Gather Information: from where!!!

Facts & data

- Research.
- Results from experimentation and studies.
- Interviews of "experts" and trusted sources.
- Observed events, past or present, either personally observed or reported

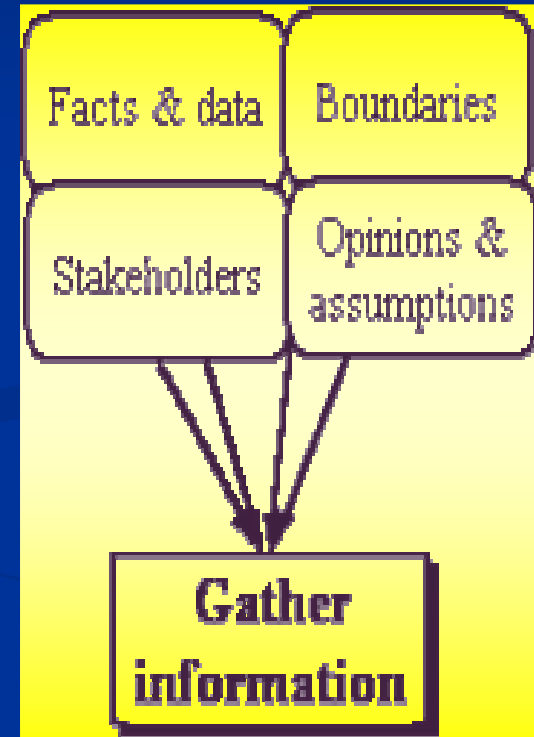


Problem Solving and Decision Making Process

2. Gather Information: from where!!!

Boundaries

- Boundaries / constraints of the situation that are difficult to change.
- E.g., lack of funds or other resources.
- If a solution is surrounded by too many constraints, the constraints themselves may be the problem.

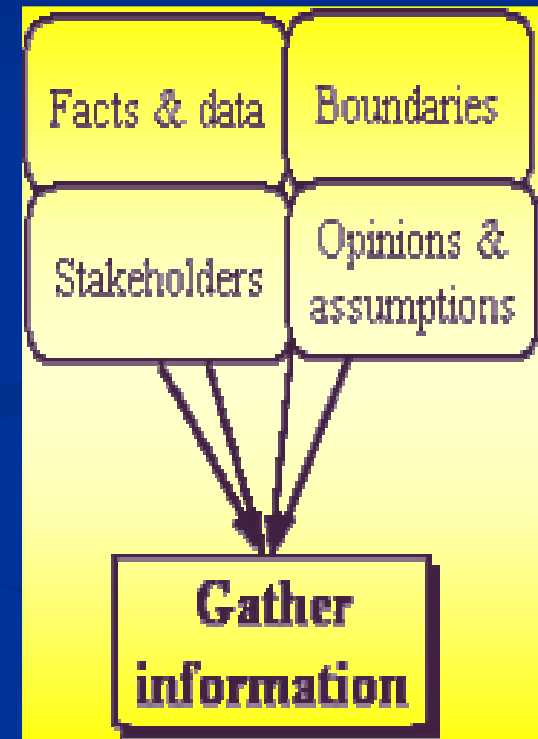


Problem Solving and Decision Making Process

2. Gather Information: from where!!!

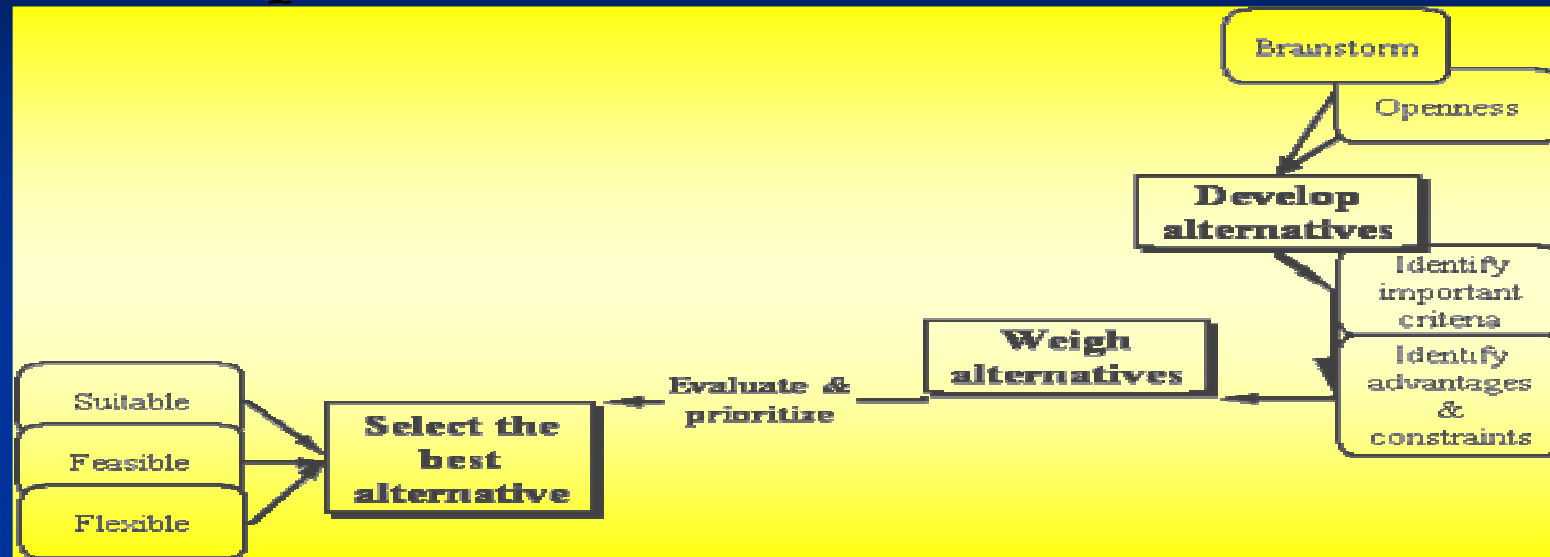
Opinions and Assumptions

- Opinions of decision makers, committees or groups, or other powerful groups will be important to the success of the decision.
- It is important to recognize truth, bias, or prejudice in the opinion.



Problem Solving and Decision Making Process

3. *Develop alternatives:*



- Look at the problems in different ways
 - *Need more information.*
 - *Are new solutions.*
 - *Can be combined or eliminated.*
 - *Will meet opposition.*
 - *Seem promising or exciting.*
 - *Can be combined or eliminated.*

Problem Solving and Decision Making Process

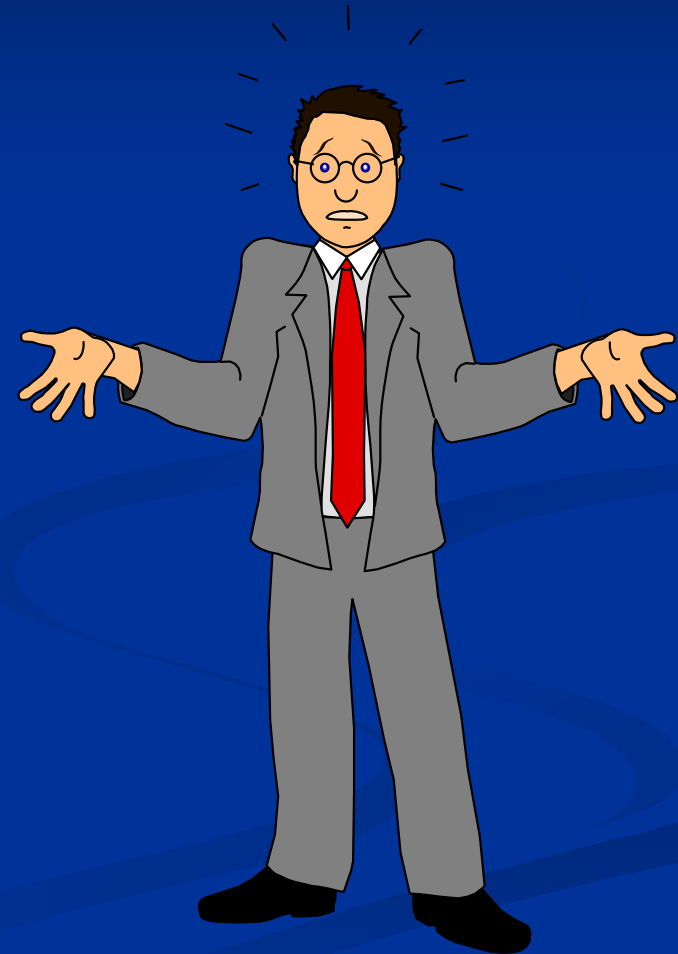
4. Weigh Alternatives

- I.e., evaluate them without prejudice,
- **Consider all criteria** while a suitable solution may solve the problem, it may not work if resources aren't available, if people won't accept it, or if it causes new problems

Weigh Alternatives

HOW TO WIEGH ALTERNATIVES

???



1. Thomas Saaty's Analytical Hierarchy Matrix:

| | Alternative A | Alternative B | Alternative C | Alternative D |
|---------------|---------------|---------------|---------------|---------------|
| Alternative A | | 0 | 0 | 0 |
| Alternative B | 1 | | 0 | 1 |
| Alternative C | 1 | 1 | | 1 |
| Alternative D | 1 | 0 | 0 | |

- **When** the alternative under consideration has more value than the others, **Then** give the more valuable alternative a score of 1.
- **When** the alternative has less value than the others. **Then** give the less valuable alternative a score of 0

2. SFF Matrix:


Suitability, Feasibility & Flexibility

| | Suitability | Feasibility | Flexibility | Total |
|---------------|-------------|-------------|-------------|-------|
| Alternative A | | | | |
| Alternative B | | | | |
| Alternative C | | | | |
| Alternative D | | | | |

Rate each alternative on scale of 1 - 3 for its

- **Suitability:** whether the alternative is ethical or practical. Is it appropriate in scale or importance? An adequate response? Too extreme?
- **Feasibility:** how many resources will be needed to solve the problem, How likely will it solve the problem?
- **Flexibility:** ability to respond to unintended consequences, or openness to new possibilities?

2. SFF Matrix (Example) :

| | Suitability | Feasibility | Flexibility | Total |
|---------------|-------------|-------------|-------------|---|
| Alternative A | 1 | 1 | 3 | 5 |
| Alternative B | 3 | 2 | 1 | 6 |
| Alternative C | 3 | 3 | 2 |  8 |
| Alternative D | 2 | 2 | 1 | 5 |

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Problem Solving and Decision Making Process

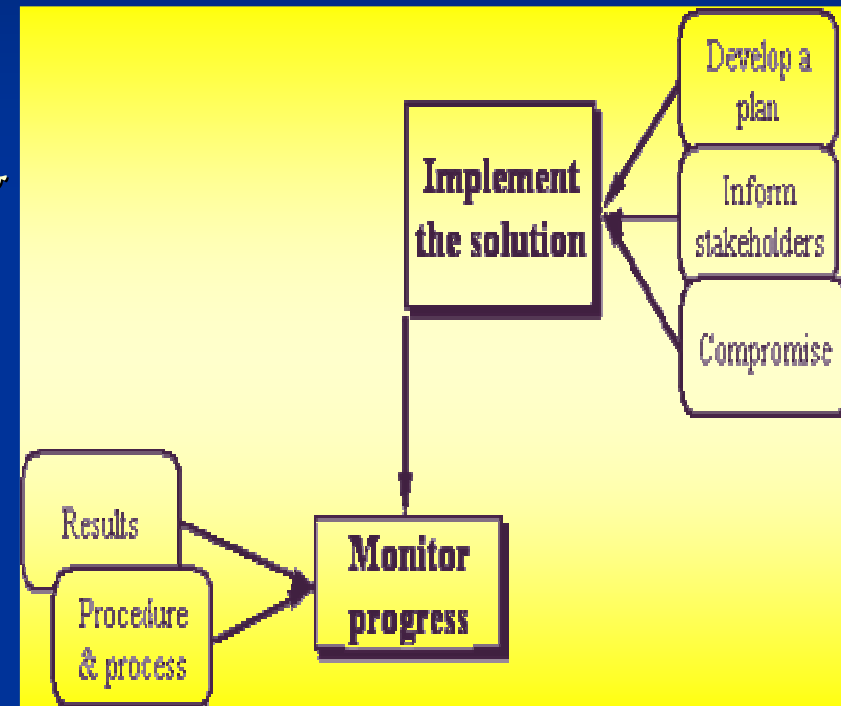
5. Select the best alternative

- *Don't consider any alternative as "perfect solution."*
- *Consider your intuition*, (inner feelings) in deciding on a course of action
- *Return to a trusted outsider.*
- *Compromise* when you have a full grasp of the problem, and your alternatives.

Problem Solving and Decision Making Process

6. Implement the solution

- Develop an implementation plan
 1. *Step-by-step process or actions for solving the problem.*
 2. *Communications strategy for notifying stakeholders.*
 3. *Where important or necessary, inform those who care for you and/or will be affected by the change. Prepare them as necessary about your decision.*
 4. *Resource identification/allocation.*
 5. *Timeline for implementation*



Problem Solving and Decision Making Process

7. Monitor progress

- Successful implementation will be only if monitoring is running,
- If results are not that expect, options and alternatives must be revised.

QUESTIONS

???



HOME WORK..
LEARNING EXCERCISE

