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Select the first key functional area—Clinical Operations

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Select the first key functional area—Clinical Operations

Clinical Operations is the single most critical functional area in supporting Novant Health in implementing the organization's mission to provide safe, coordinated, and patient-focused care. This function brings together doctors, nursing staff, support staff, patient flow management, care co-ordination, quality improvement, and performance monitoring to ensure efficient and consistent clinical services. The highest priority Novant Health has when caring for patients is keeping them safe, with the strategy of continually seeking improvements to achieve zero avoidable patient harm, which is essential to Novant Health's organizational purpose (Novant Health, n.d.-c). For instance, delayed transfer of information between the ED and the inpatient unit may result in delayed treatment and clinical risk. Clinical Operations tackles this issue by implementing a standardized handoff process, defining roles and responsibilities, and tracking key operational metrics that positively impact patient care, build public confidence in care, and further promote the institution's mission.

In operational decisions, others too have ethical responsibilities because their operations have an impact on care, safety, and accessibility to patients. The ethical leading practices of clinical leaders include a focus on beneficence, nonmaleficence, justice, patient autonomy, patient accountability, and the value of confidentiality, as well as ensuring efficiency while maintaining the ethical responsibility (American College of Healthcare Executives [ACHE], 2025). Leaders who think critically can value the evidence in a new and objective way, evaluate a variety of solutions to a problem, and anticipate the potential consequences of their changes. Questions such as: Will this workflow enhance patient safety without compromising successful service and care delivery equitably? What evidence will prove that the suggested change is working? Who could be negatively impacted by this decision? will challenge patients with

questions that demand reasoned responses, rather than assumptions. Clinical Operations incorporates ethical principles and disciplined critical thinking to ensure that all operations continuously improve and safeguard the care that Novant Health can provide, while maintaining the safety and quality of care for patients and the integrity of Novant Health's reputation as a safe and reliable place to receive great health care.

Functional Area 2: human resources and people & culture

While effective clinical operations are essential, Novant Health's mission cannot be accomplished without a well-trained and committed team of professionals. Human Resources and People & Culture enable us to ensure the success of our organization through workforce planning, hiring, induction, learning & development, engagement, retention, and performance development and management. Novant Health is committed to the development of its staff and notes that patient care, clinical practice, and expertise and excellence are all directly affected by providing support at work (Novant Health, n.d.-b). If the nursing unit's staff is constantly exhibiting a high turnover of staffing, HR should work with the clinical unit to streamline the unit's schedule, employee development, mentoring, and employee wellness to decrease turnover and not to hire and train staff over and over again. The strategies promote the continuity of care and the patient experience, along with workforce stability.

Human Resources shall adhere to ACHE's 2025 Policies and Administrative Procedures. They shall be fair, equitable, transparent, confidential, respectful, and nondiscriminatory in all hiring and retention decisions and actions, including, but not limited to, those made for recruitment, selection, training, promotion, discipline, and termination of employment with Novant Health, its employees and agents, and with applicants and prospective employees. Leaders should analyze workforce data, assess if the situation is serious underlying issues or

simply a staffing situation, and think through employment policies' effects on the organization over time to practice critical thinking effectively. Are placements and promotions made based on job-related criteria objectively established? Would it inadvertently benefit or harm some employees over others?

Furthermore, what evidence do you have in support of this workforce decision? encourage and facilitate justice and defensible hiring & promotion processes. Ethical leadership and critical thinking also help to create a professional environment of trust and support among employees, reduce organizational risk, retain staff, and enable Novant Health to provide exceptional patient experiences every day.

References

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