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The Relationship Connecting Nurse Delegation and Quality of Care

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Chief Operating Officer

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Course objectives

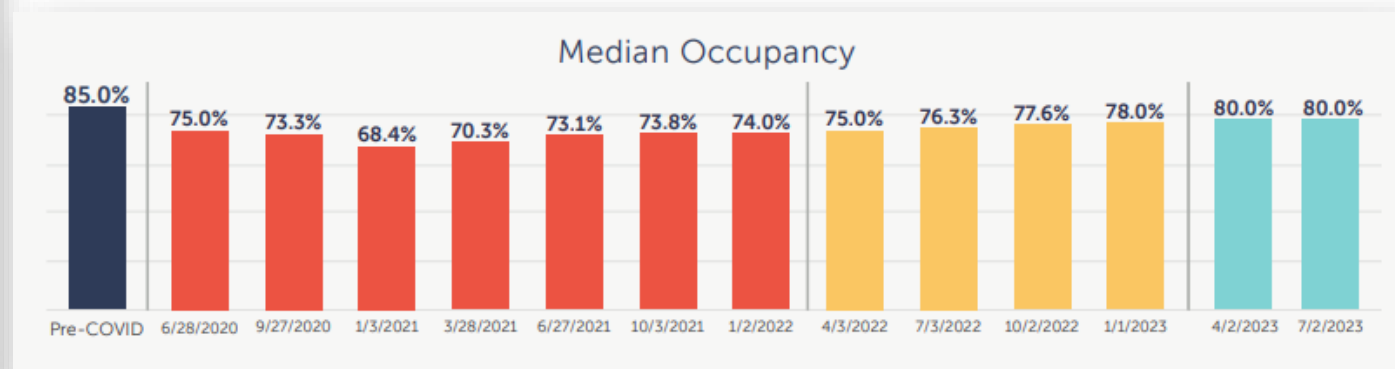
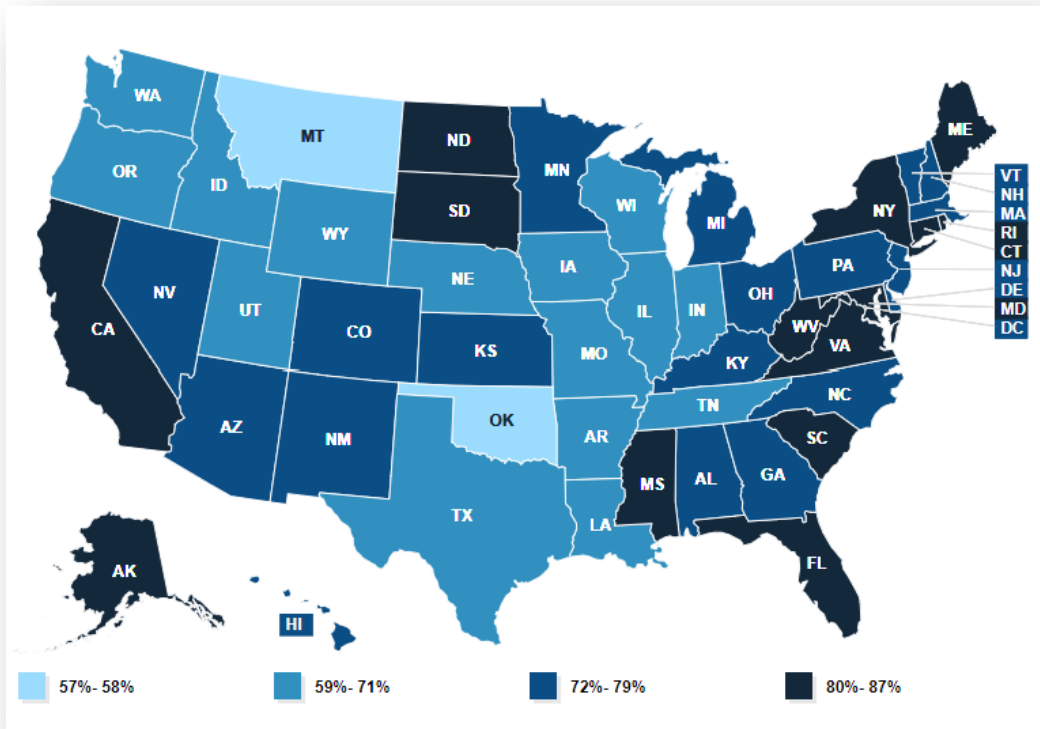
Upon completion of each session, participants should be able to:

1. Discuss the guidelines on nursing delegation.
2. Understand the licensed nurse's responsibilities of delegation.
3. Formulate three methods for assessing the RN competency in the delegation process.



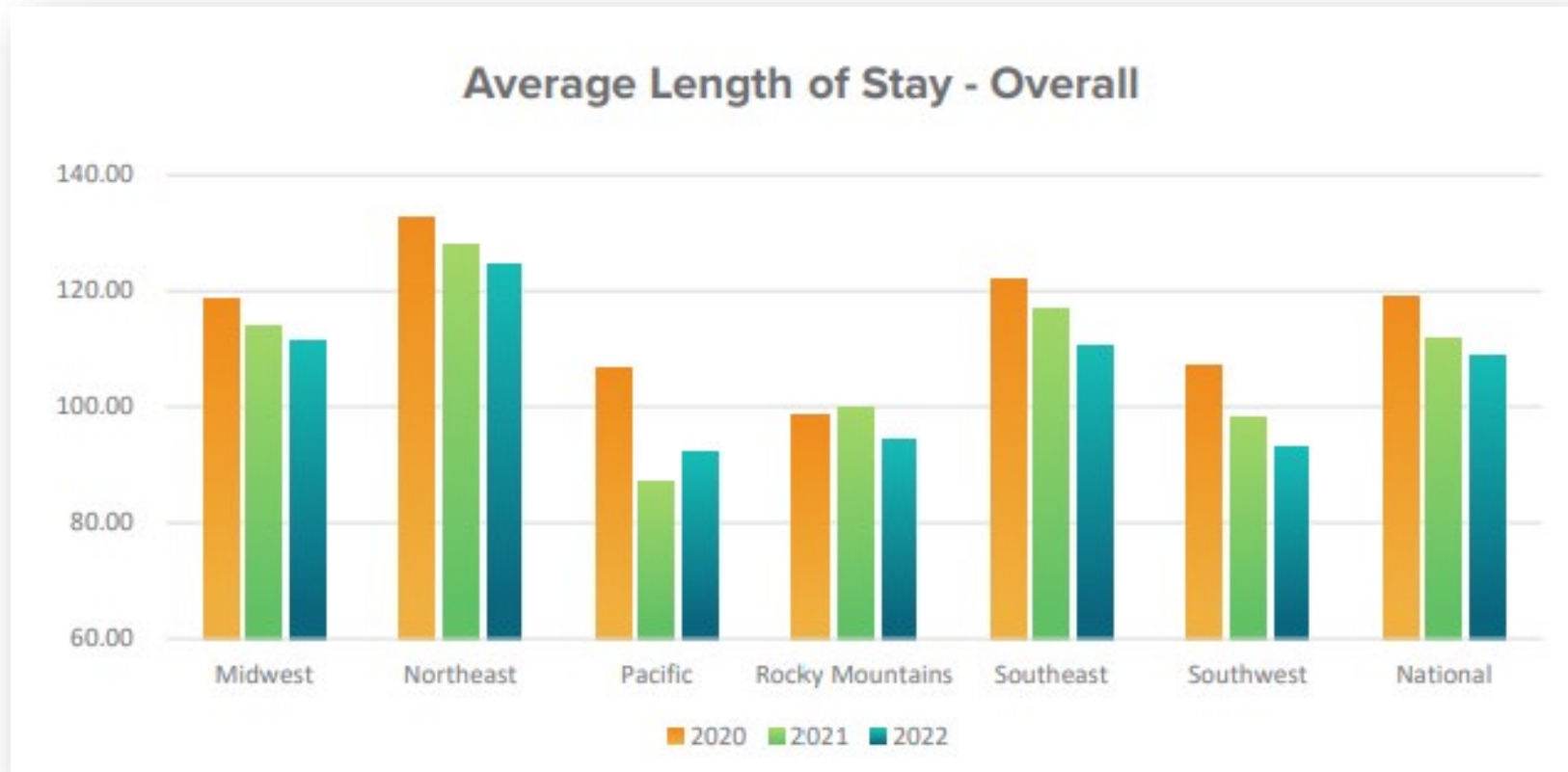
CHALLENGES

Perspective – Occupancy SNF



CLA SNF Cost Comparison and Industry Report

Perspective – Average Length of Stay



<https://info.marcumllp.com/hubfs/pdf/marcum-three-year-nursing-home-statistical-analysis-2020-2022.pdf?hsLang=en>

Perspective – Acuity and Complexities

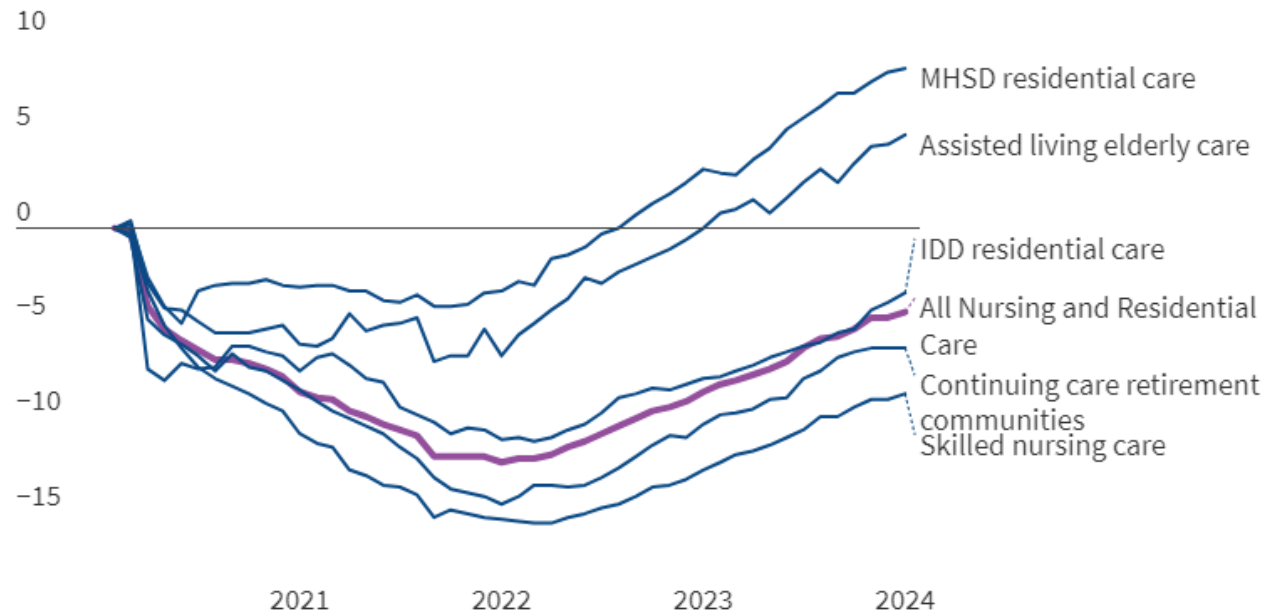
- Aging demographics in all settings
- SNF - Higher acuity and medically complex
- AL/HCBS - Increased acuity
- Multiple comorbidities/chronic disease
- Terminal illness
- Younger population
- Behavioral health issues
- Mental health and addiction
- Need for specialization and Increased competencies



Perspective – Workforce

Workforce Shortages Among LTSS Providers Were Exacerbated by the COVID-19 Pandemic

Cumulative % change in health sector employment, nursing and residential care facilities, February 2020 - January 2024



Note: IDD= Residential intellectual and developmental disability facilities. MHS= Residential mental health and substance use disorder facilities.

Source: Peterson-KFF Health System Tracker • [Get the data](#) • [Download PNG](#)

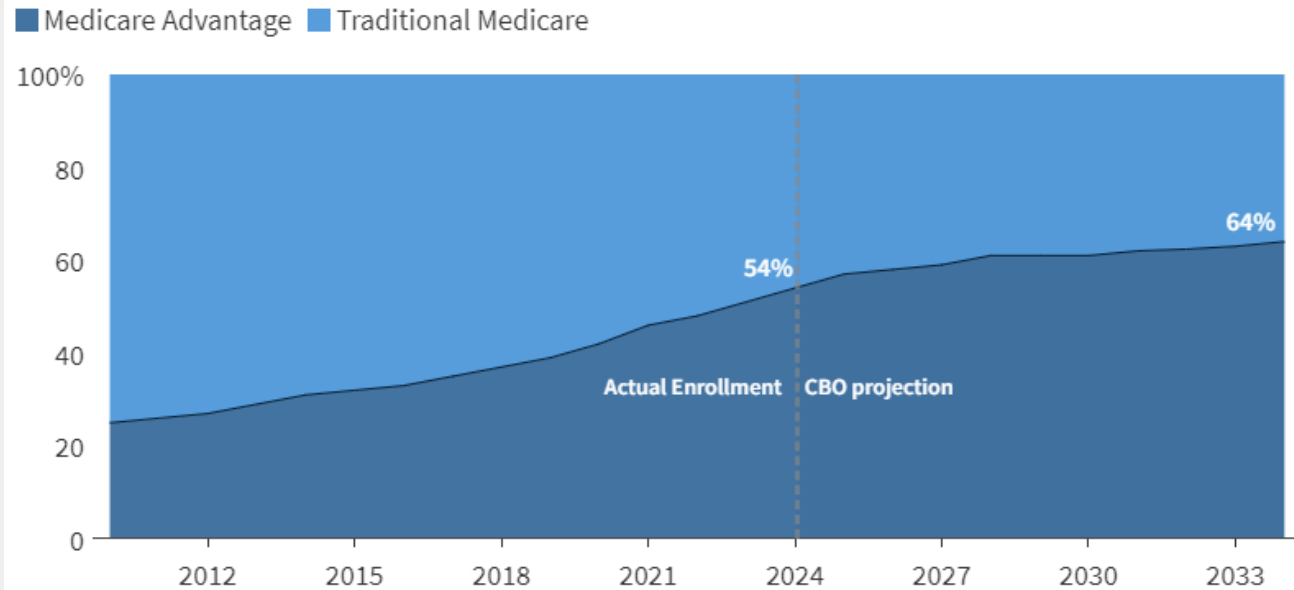
Peterson-KFF
Health System Tracker

Perspective – Reimbursement

Primary Payer in SNF

- Medicaid 32%
- Medicare is 13% and decreasing
- Private/Other 25%

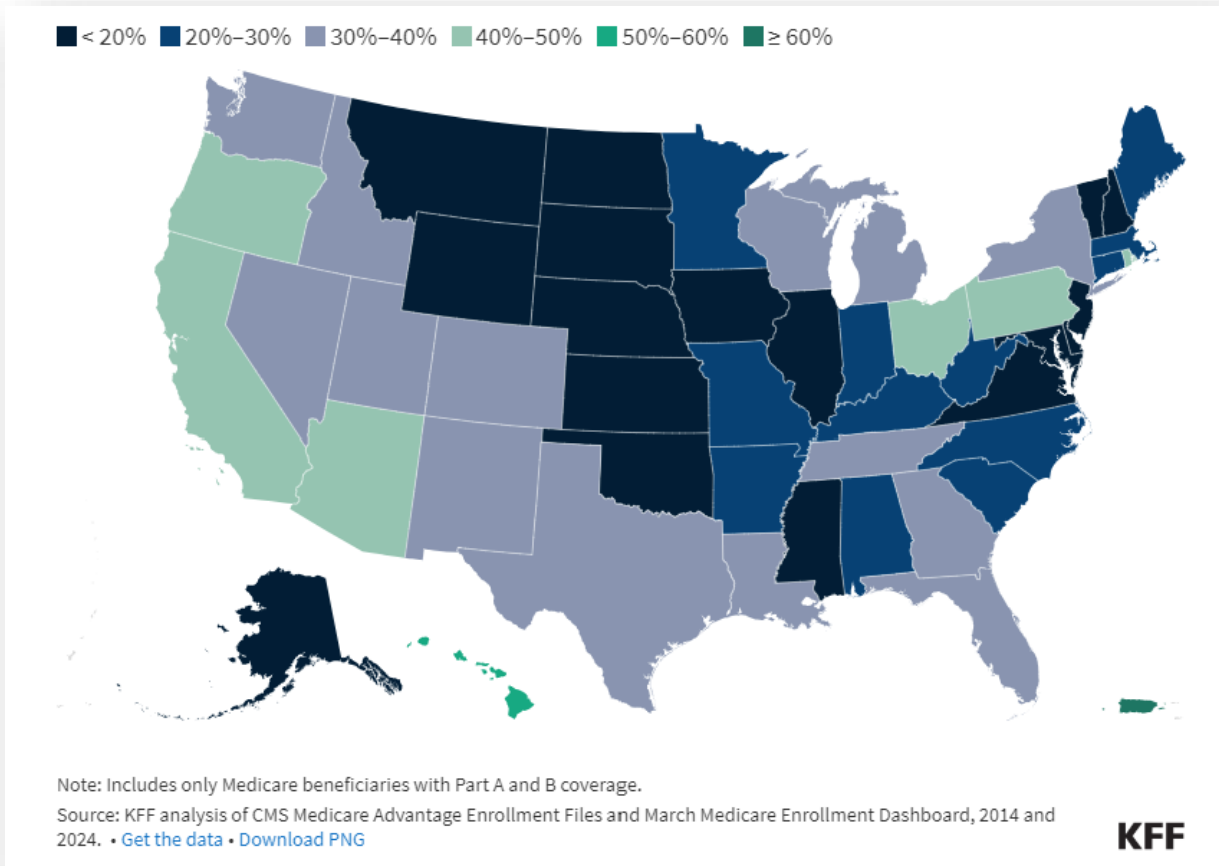
Medicare Advantage and Traditional Medicare Enrollment, Past and Projected



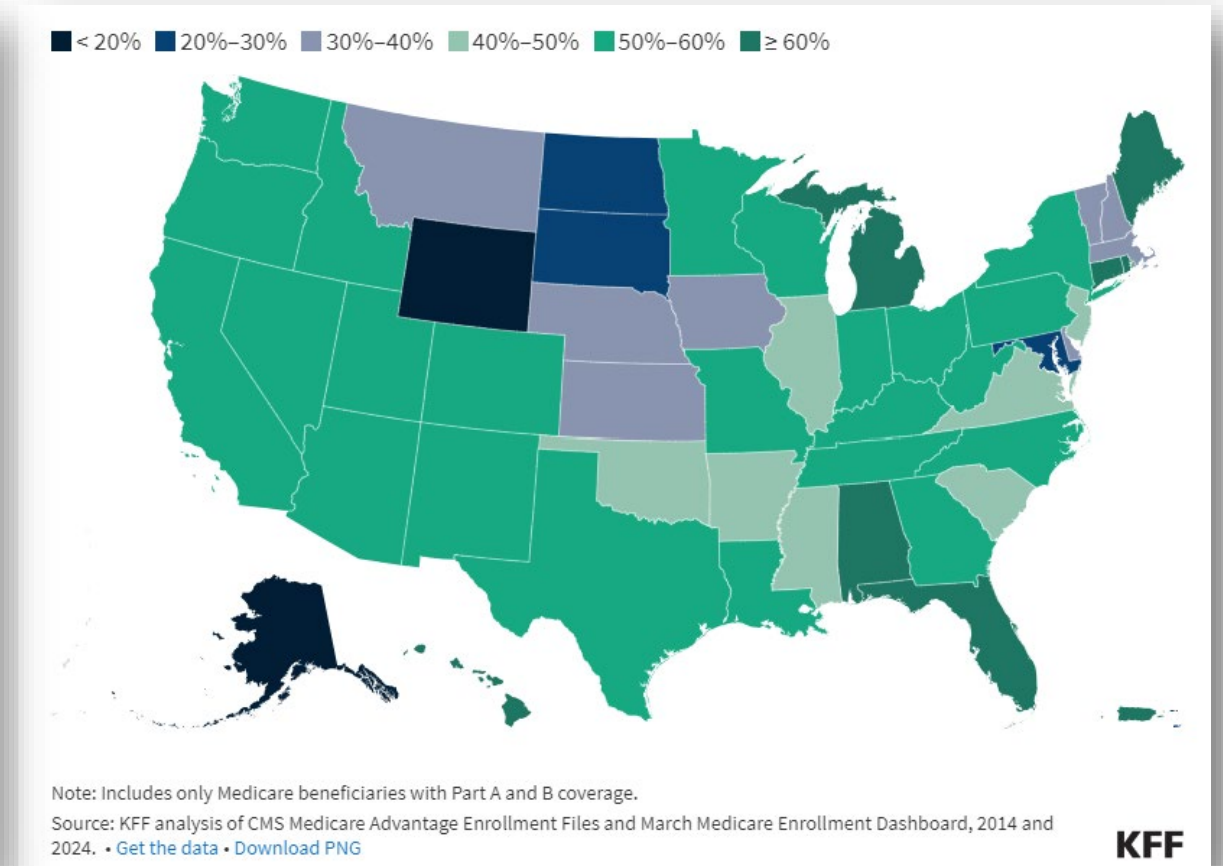
Source: KFF analysis of CMS Medicare Advantage Enrollment Files, 2010-2024; Medicare Chronic Conditions (CCW) Data Warehouse from 5 percent of beneficiaries, 2010-2016; CCW data from 20 percent of beneficiaries, 2017-2020; CCW data from 100 percent of beneficiaries, 2021-2022, and Medicare Enrollment Dashboard 2023-2024. Enrollment numbers from March of the respective year. Projections for 2025 to 2034 are from the June Congressional Budget Office (CBO) Medicare Baseline for 2024. • [Get the data](#) • [Download PNG](#)

KFF

Perspective – Reimbursement



2014



2024

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Impact

- Workforce needs and planning
- Resource needs
- Clinical Competencies
- Clinical Readiness
- Clinical Capabilities
- Psychosocial needs
- Access to clinicians and specialists
- Admission process changes
- Policy and procedure revisions
- Specialization
- Staff training
- Vendors/partners
- Technology
- Facility Assessment





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Impact of Changes

Nurse Delegation and Quality of Care – Practice and Implementation

Where have all the nurses gone

It was estimated 660,000 Baby Boomer RNs worked during the pandemic, with the vast majority anticipated to retire by 2030

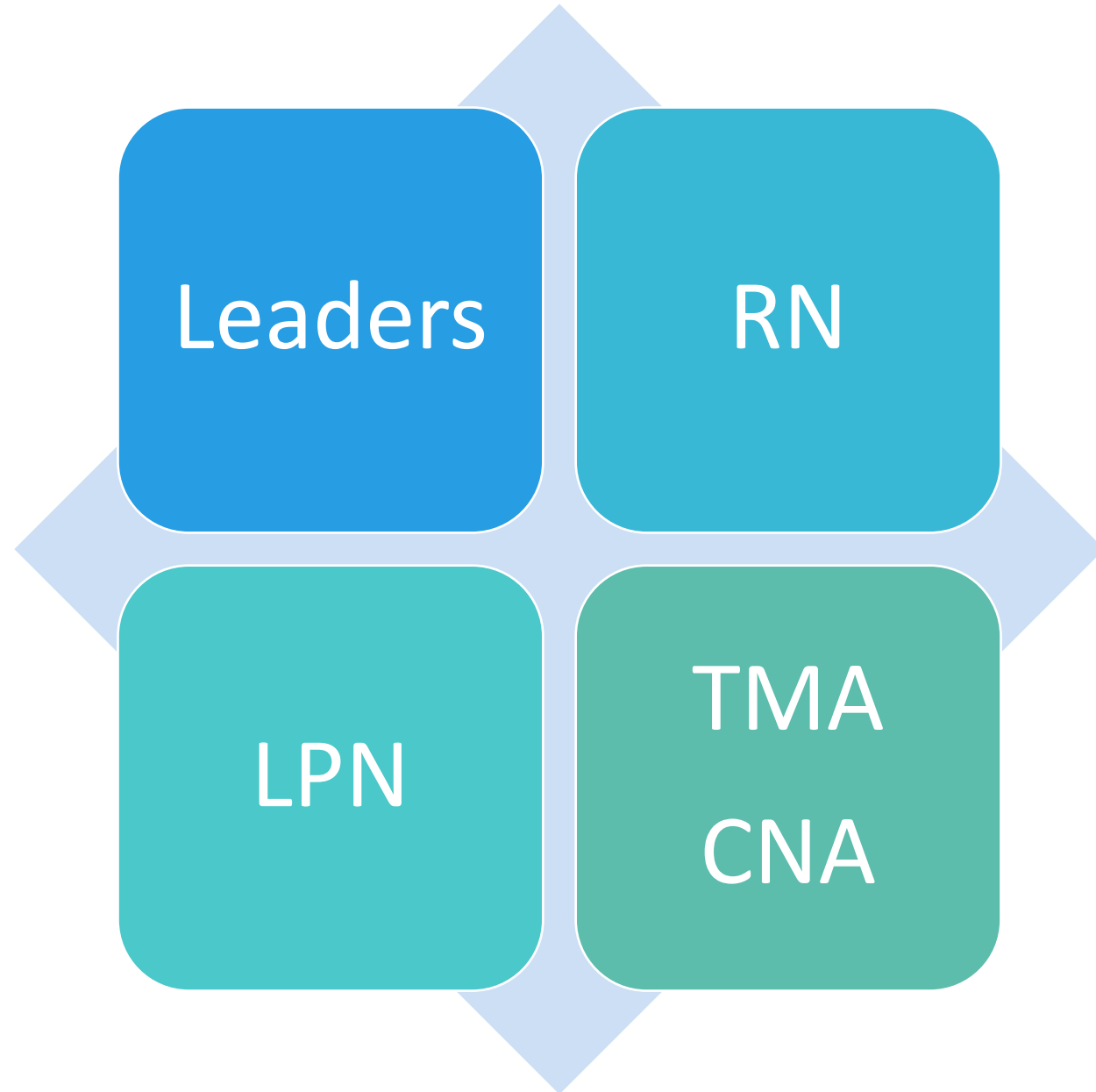
It is unknown if these RNs will exit the workforce earlier than planned and disrupt the workforce labor throughout the country.

The overall result of the pandemic on the workforce is still unknown



Nursing Department Composition

Roles and Responsibilities





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WI Nurse Practice Act

Delegation and Definitions

Delegation

“Delegation is the process by which a nurse assigns specific tasks or responsibilities to other healthcare team members, such as nursing assistants, licensed practical nurses (LPNs), or other registered nurses (RNs), while maintaining accountability for the overall patient care. Effective delegation ensures that the right person performs the right task in the right manner, optimizing patient outcomes and promoting efficient use of healthcare resources.”



[Delegation in Nursing: A Comprehensive Guide \(supportgroupsfornurses.org\)](https://supportgroupsfornurses.org)

Delegation

- Questions on nursing delegation are part of the NCLEX exam
- Delegation involves achieving outcomes and sharing activities with other individuals who have the authority to accomplish the task.
- The Nurse Practice Act and any practice limitations (institutional policies and procedures, and job descriptions of personnel provided by the institution) define which aspects of care can be delegated and which must be performed by a registered nurse.
- Is the process of transferring the performance of a selected nursing task in a situation to an individual who is competent and has the authority to perform that specific task.



[Delegation in Nursing: A Comprehensive Guide \(supportgroupsfornurses.org\)](http://supportgroupsfornurses.org)

Wisconsin Nurse Practice Act

- Defined through statutes and regulations to provide for a formal and legal mechanism of promoting the safety of the public with respect to the provision of nursing care and services.
- State Statute - Chapter 441
- Administrative Code N6 –Standards for Registered Nurses And Licensed Practical Nurses



State of Wisconsin

Department of Safety and Professional Services

Self-Service Professions Programs ▾ Boards/Councils ▾ Rules/Statutes ▾ News/Media About DPS ▾

Nursing, Board of

[DPS Nursing, Board of \(wi.gov\)](https://www.wisconsin.gov/dps/nursing)

The Delegation Wisconsin Nurse Practice Act

N 6.03 Standards of practice for registered nurses.

(1) GENERAL NURSING PROCEDURES. An R.N. shall utilize the nursing process in the execution of general nursing procedures in the maintenance of health, prevention of illness or care of the ill.

The nursing process consists of the steps of **assessment, planning, intervention and evaluation**. This standard is met through performance of each of the following steps of the nursing program.

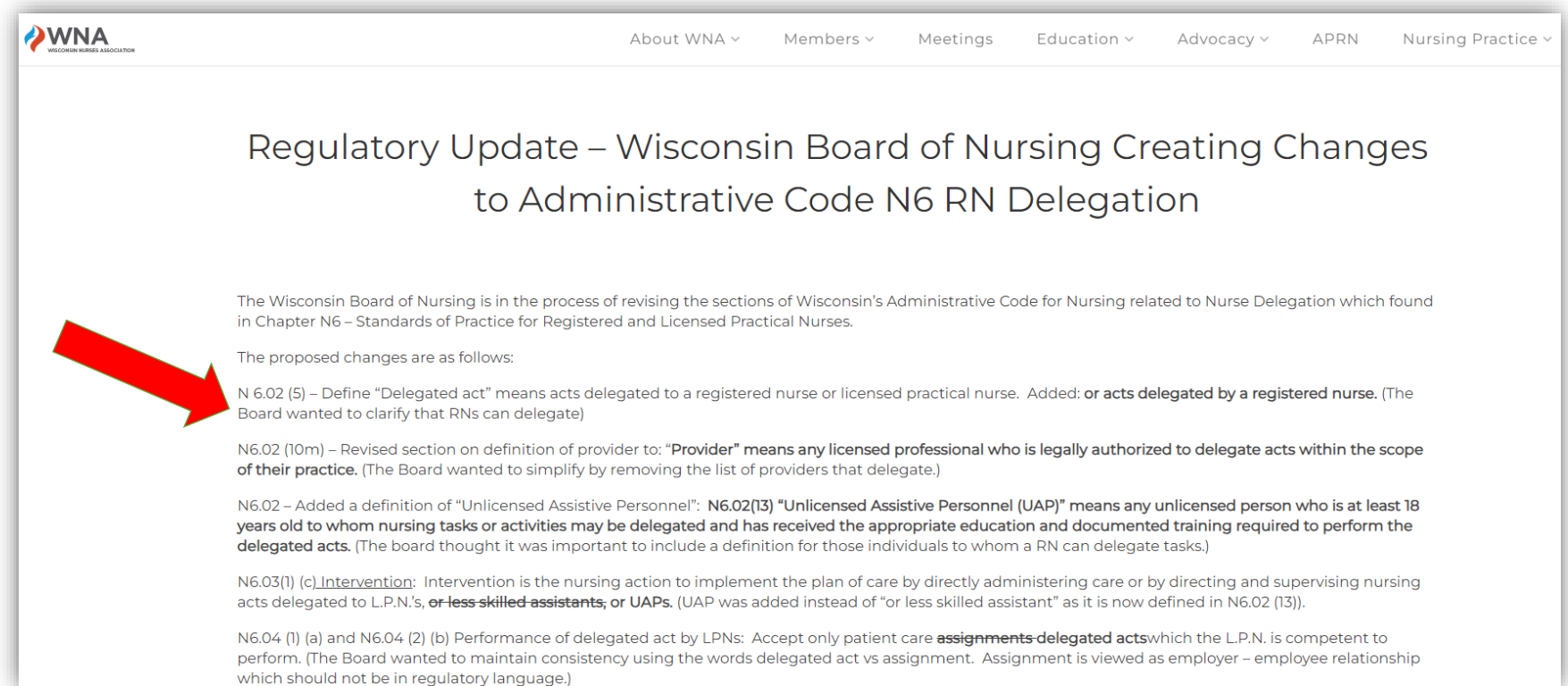
Wisconsin Nurses Association

WBN is in the process of revising the Administrative code related to nurse delegation

The proposed changes are as follows:

N 6.02 (5) – Define “Delegated act” means acts delegated to a registered nurse or licensed practical nurse. Added: **or acts delegated by a registered nurse.**

(The Board wanted to clarify that RNs can delegate)



The screenshot shows the Wisconsin Nurses Association (WNA) website. The header includes the WNA logo and navigation links: About WNA, Members, Meetings, Education, Advocacy, APRN, and Nursing Practice. The main content area is titled "Regulatory Update – Wisconsin Board of Nursing Creating Changes to Administrative Code N6 RN Delegation". The text states that the Wisconsin Board of Nursing is revising the sections of Wisconsin's Administrative Code for Nursing related to Nurse Delegation. A red arrow points to the updated definition of "Delegated act" in N 6.02 (5), which now includes "or acts delegated by a registered nurse." Other updates include a revised definition of "Provider" and a new definition for "Unlicensed Assistive Personnel" (UAP).

WNA
WISCONSIN NURSES ASSOCIATION

About WNA ▾ Members ▾ Meetings Education ▾ Advocacy ▾ APRN Nursing Practice ▾

Regulatory Update – Wisconsin Board of Nursing Creating Changes to Administrative Code N6 RN Delegation

The Wisconsin Board of Nursing is in the process of revising the sections of Wisconsin's Administrative Code for Nursing related to Nurse Delegation which found in Chapter N6 – Standards of Practice for Registered and Licensed Practical Nurses.

The proposed changes are as follows:

N 6.02 (5) – Define “Delegated act” means acts delegated to a registered nurse or licensed practical nurse. Added: **or acts delegated by a registered nurse.** (The Board wanted to clarify that RNs can delegate)

N6.02 (10m) – Revised section on definition of provider to: “**Provider**” means any licensed professional who is legally authorized to delegate acts within the scope of their practice. (The Board wanted to simplify by removing the list of providers that delegate.)

N6.02 – Added a definition of “Unlicensed Assistive Personnel”: **N6.02(13) “Unlicensed Assistive Personnel (UAP)” means any unlicensed person who is at least 18 years old to whom nursing tasks or activities may be delegated and has received the appropriate education and documented training required to perform the delegated acts.** (The board thought it was important to include a definition for those individuals to whom a RN can delegate tasks.)

N6.03(1) (c) Intervention: Intervention is the nursing action to implement the plan of care by directly administering care or by directing and supervising nursing acts delegated to L.P.N.'s, ~~or less skilled assistants, or UAPs.~~ (UAP was added instead of “or less skilled assistant” as it is now defined in N6.02 (13)).

N6.04 (1) (a) and N6.04 (2) (b) Performance of delegated act by LPNs: Accept only patient care ~~assignments~~ **delegated acts** which the L.P.N. is competent to perform. (The Board wanted to maintain consistency using the words delegated act vs assignment. Assignment is viewed as employer – employee relationship which should not be in regulatory language.)

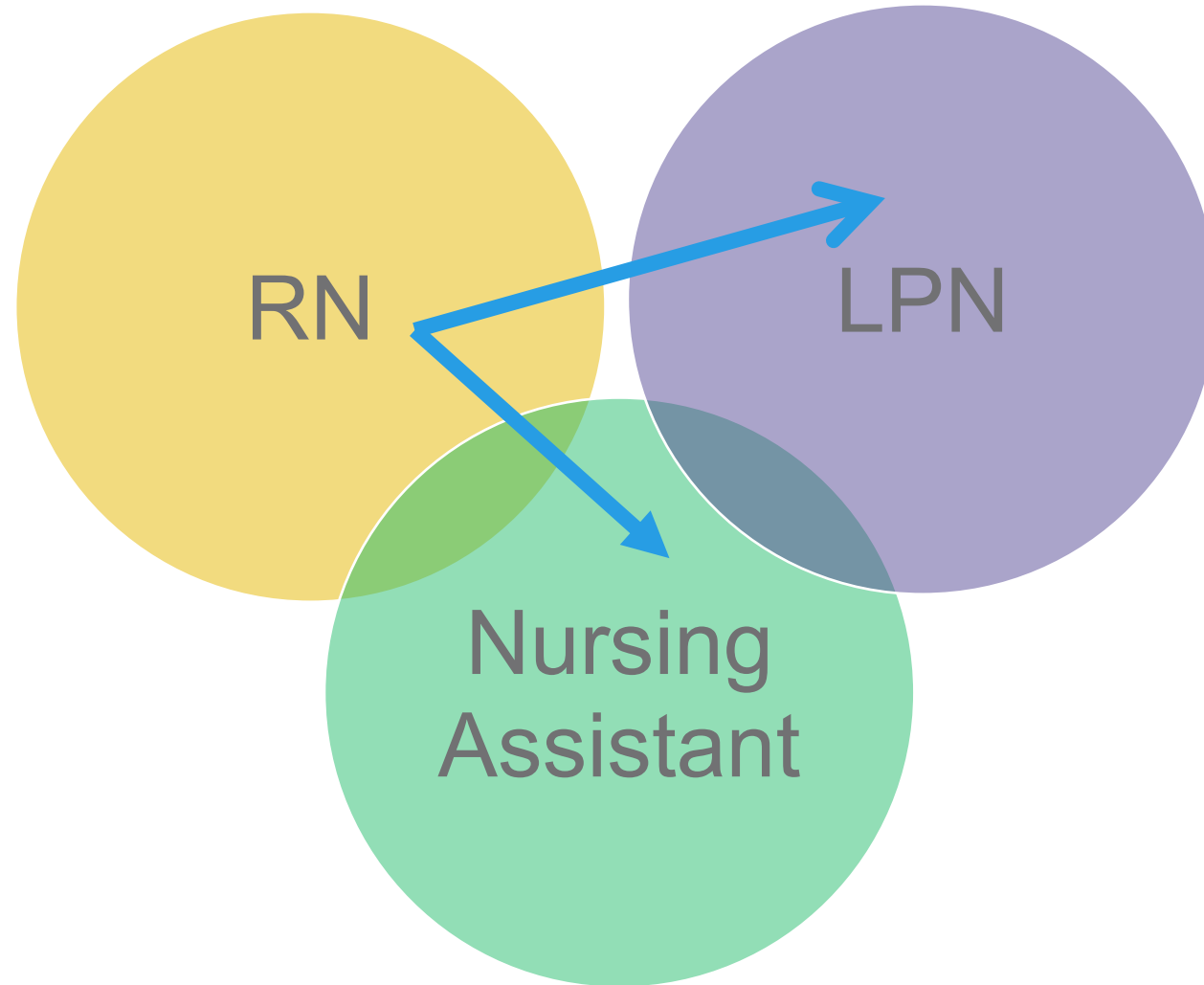
<https://www.wisconsinnurses.org/regulatory-update-wisconsin-board-of-nursing-creating-changes-to-administrative-code-n6-rn-delegation/>

Benefits of Nursing Delegation

- Empowering employees
- Decreasing burnout
- Increasing commitment
- Improving job satisfaction



Delegation Process



RN Responsibilities



RN Performance of Delegated Acts

- Accept only those delegated acts for which there are protocols or written or verbal orders.
- Accept only those delegated acts for which the R.N. is competent to perform based on his or her nursing education, training or experience.
- Consult with a provider in cases where the R.N. knows or should know a delegated act may harm a patient.
- Perform delegated acts under the general supervision or direction of provider.



RN Supervision of Delegated Tasks

- Delegate tasks commensurate with educational preparation and demonstrated abilities of the person supervised.
- Provide direction and assistance to those supervised
- Observe and monitor the activities of those supervised.
- Evaluate the effectiveness of acts performed under supervision

- Monitor?



Standards of Practice LPN

- Performance of Acts in Basic Patient Situations
- Performance of Acts in Complex Patient Situations
- Assumption of Charge Nurse Position in Nursing Homes



[Wisconsin Legislature: N 6.04\(1\)](#)

Standards of Practice LPN

- Performance of Acts in Basic Patient Situations (under the supervision of RN)
 - Accept only patient care assignments which the L.P.N. is competent to perform.
 - Provide basic nursing care.
 - Record nursing care given and report to the appropriate person changes in the condition of a patient.
 - Consult with a provider in cases where an L.P.N. knows or should know a delegated act may harm a patient.
 - Assist with the collection of data.
 - Assist with the development and revision of a nursing care plan.
 - Reinforce the teaching provided by an R.N. provider and provide basic health care instruction.
 - Participate with other health team members in meeting basic patient needs.



[Wisconsin Legislature: N 6.04\(1\)](#)

Standards of Practice LPN

- Assumption of Charge Nurse Position in Nursing Homes
 - Follow written protocols and procedures developed and approved by an R.N.
 - **Manage and direct** the nursing care and other activities of L.P.N.s and nursing support personnel under the general supervision of an R.N.
 - Accept the charge nurse position only if prepared for the responsibilities of charge nurse based upon **education, training, and experience** beyond the practical nurse curriculum.
 - The L.P.N. shall, upon request of the board, provide documentation of the nursing education, training or experience that prepared the L.P.N. to competently assume the position of charge nurse.



[Wisconsin Legislature: N 6.04\(1\)](#)

Delegation Missteps





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Key Aspects of Nursing Delegation

Delegation: An Art or a Science?



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Key Terms

Accountability

Delegated Responsibility

Delegatee

Delegator

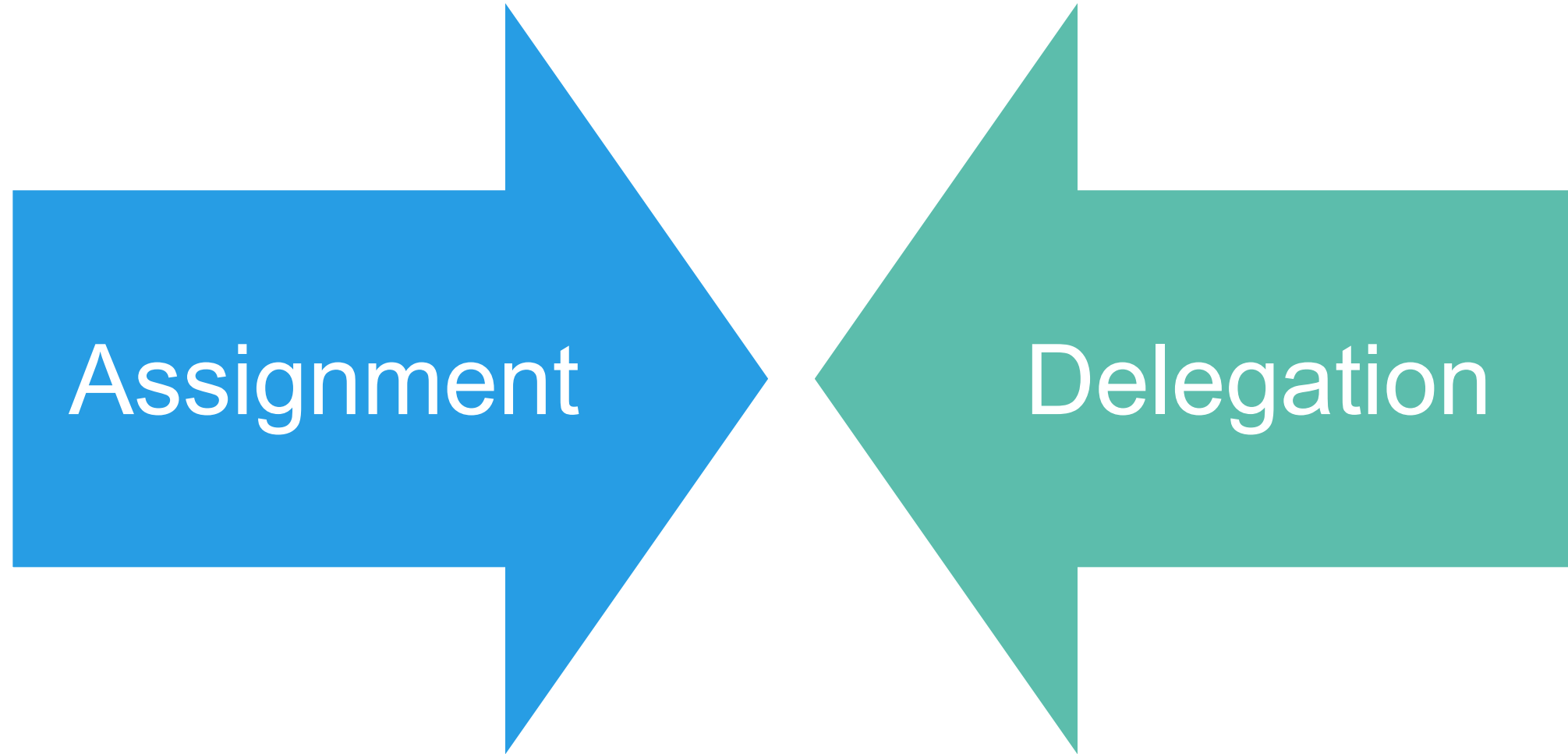
Licensed Nurse

Assignment



[NGND-PosPaper 06.pdf \(ncsbn.org\)](#)

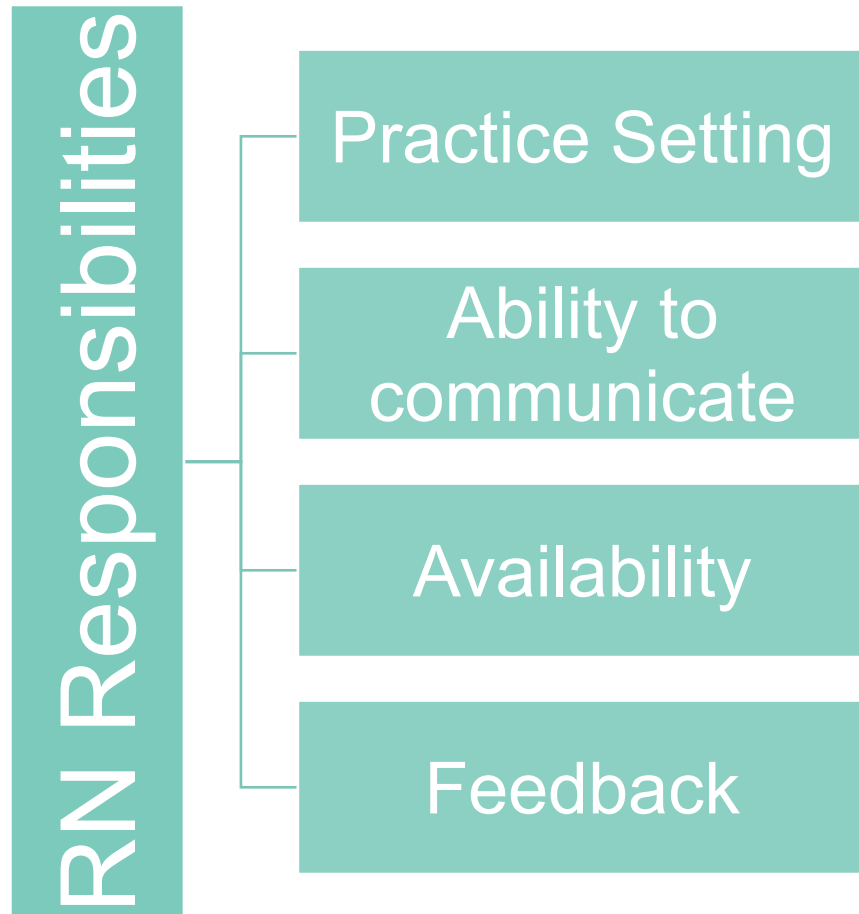
Assignment vs Delegation



Director of Nurses Responsibilities

- Identify the nurse leader for oversight of delegation responsibilities
- Designate the responsibility
- Develop policy and procedure
- Delegates demonstrate knowledge and competency
- Communication skills
- Evaluation of abilities to delegate
- Promotes positive culture and work environment

Licensed Nurse Responsibilities



5 Rights of Delegation

Right Task

Right Circumstance

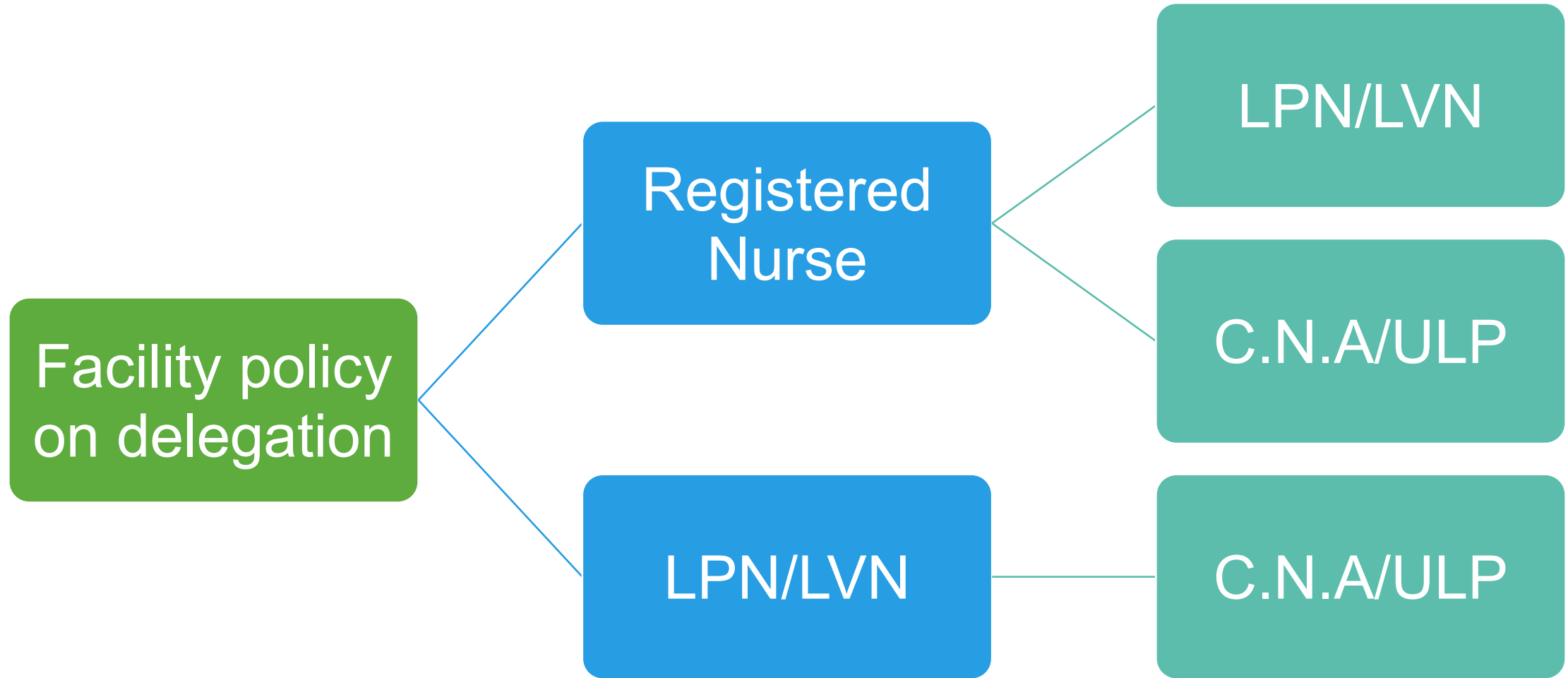
Right Person

Right Supervision

Right Direction and Communication

American Nursing Association
(ANA) “Delegation in Nursing:
How to Build a Stronger Team”
<https://www.nursingworld.org/content-hub/resources/nursing-leadership/delegation-in-nursing/>

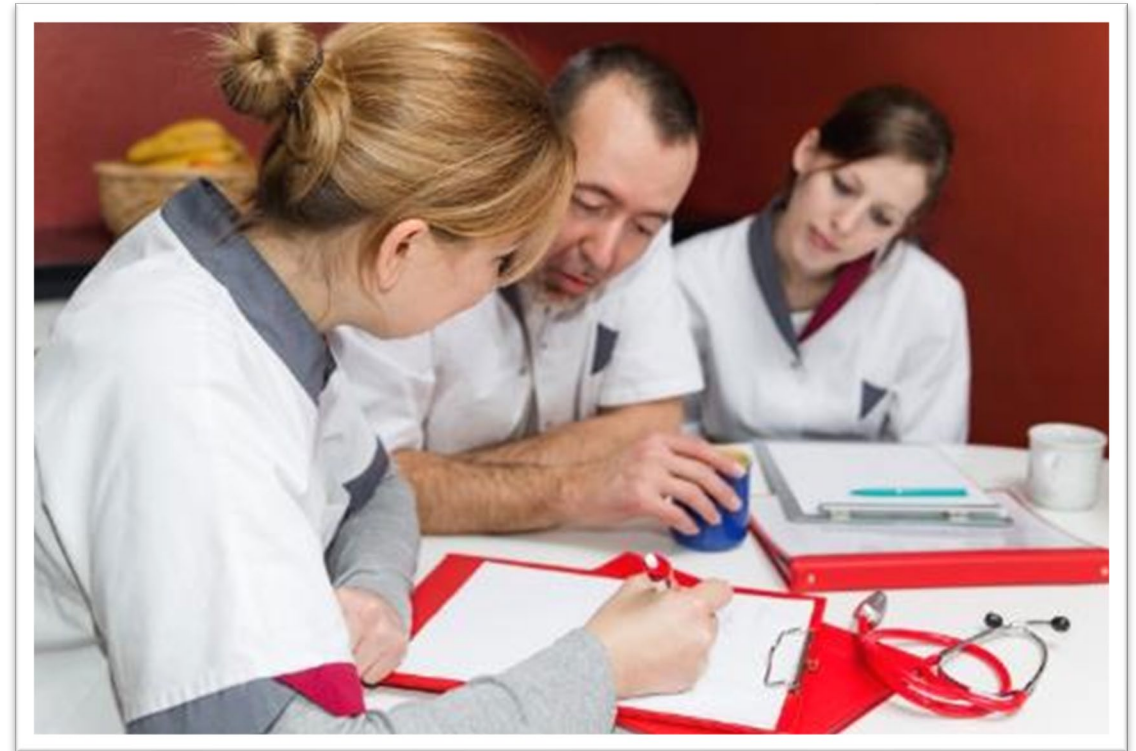
Guidelines for Delegation



Delegation

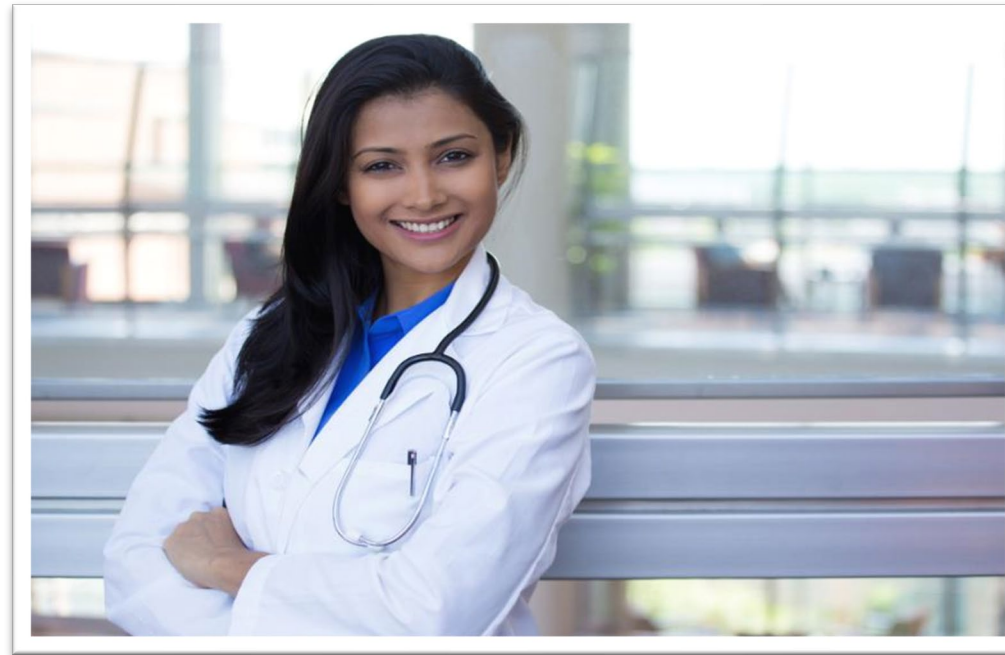
The DON and Delegation

Is there a difference between assigning a workload and delegation?



Delegation

Do you have an organizational policy and procedure for delegation?



Delegation

KEY POINTS

1. The RN needs to establish that the delegated task is something that the employee is trained and competent to perform.
 - Do you have evidence of training?
 - In-service sign in sheets
 - Return Demonstration Forms
 - Skills check lists

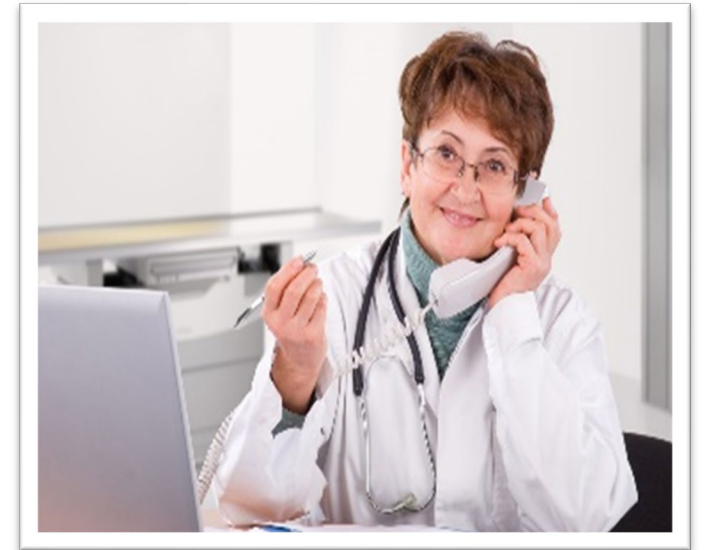


Delegation

KEY POINTS

2. Monitoring, Oversight and Supervision

- Must always be available for contact
- Direct line of sight
- Verbal Communication and Interaction
- Phone contact



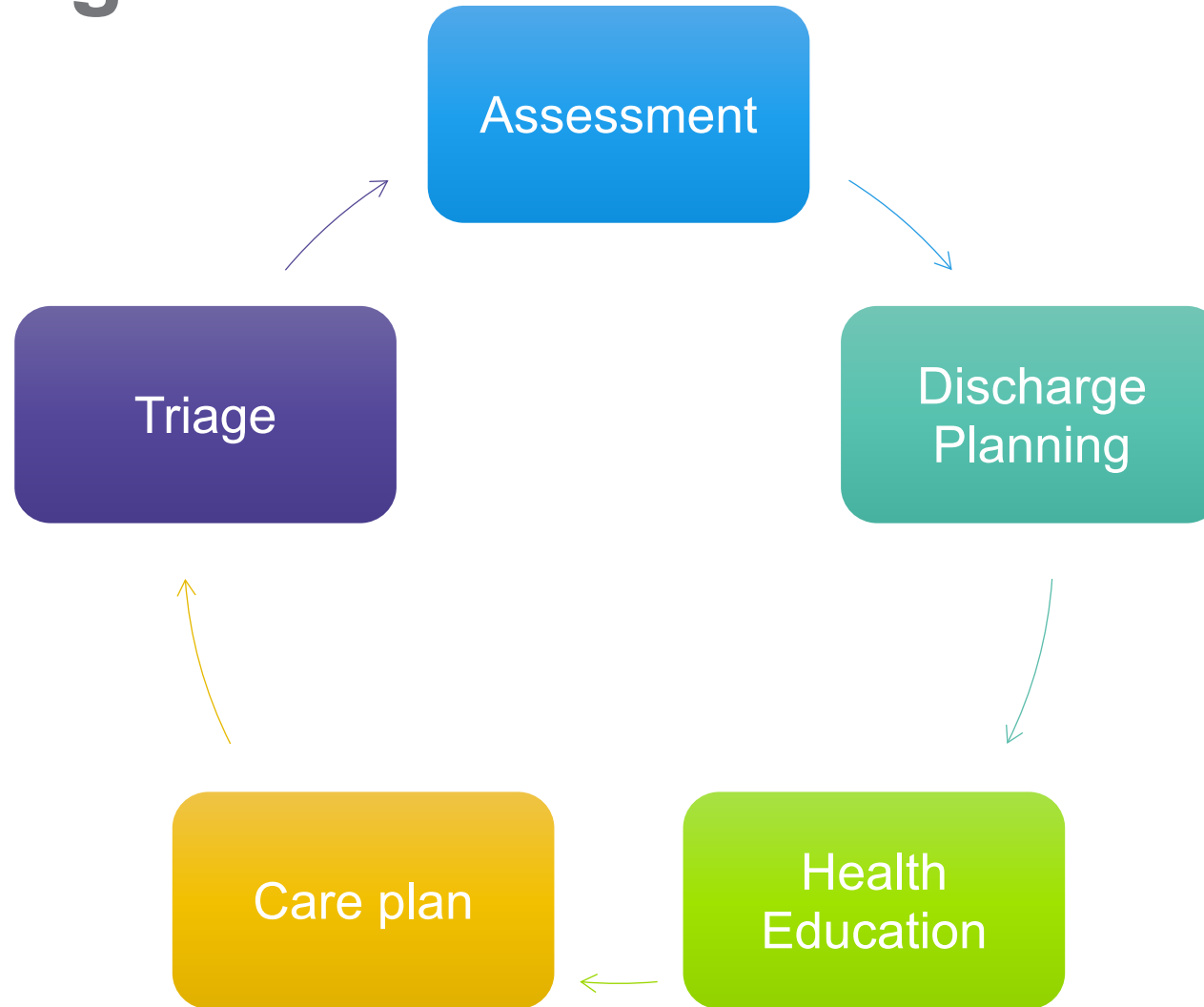
Delegation

KEY POINTS

3. Follow up and Evaluation will need to be done to ensure task is completed as directed.



Limits of Delegation



Delegation Situations

The RN has delegated the LPN/LVN to **assess** a resident's lung sounds

NO

The LPN/LVN has delegated the nursing assistant to change a colostomy bag

NO

The RN has delegated the LPN/LVN to monitor vital signs every hour.

YES

The RN has delegated the LPN/LVN to monitor blood glucose levels every hour and report to the RN

YES

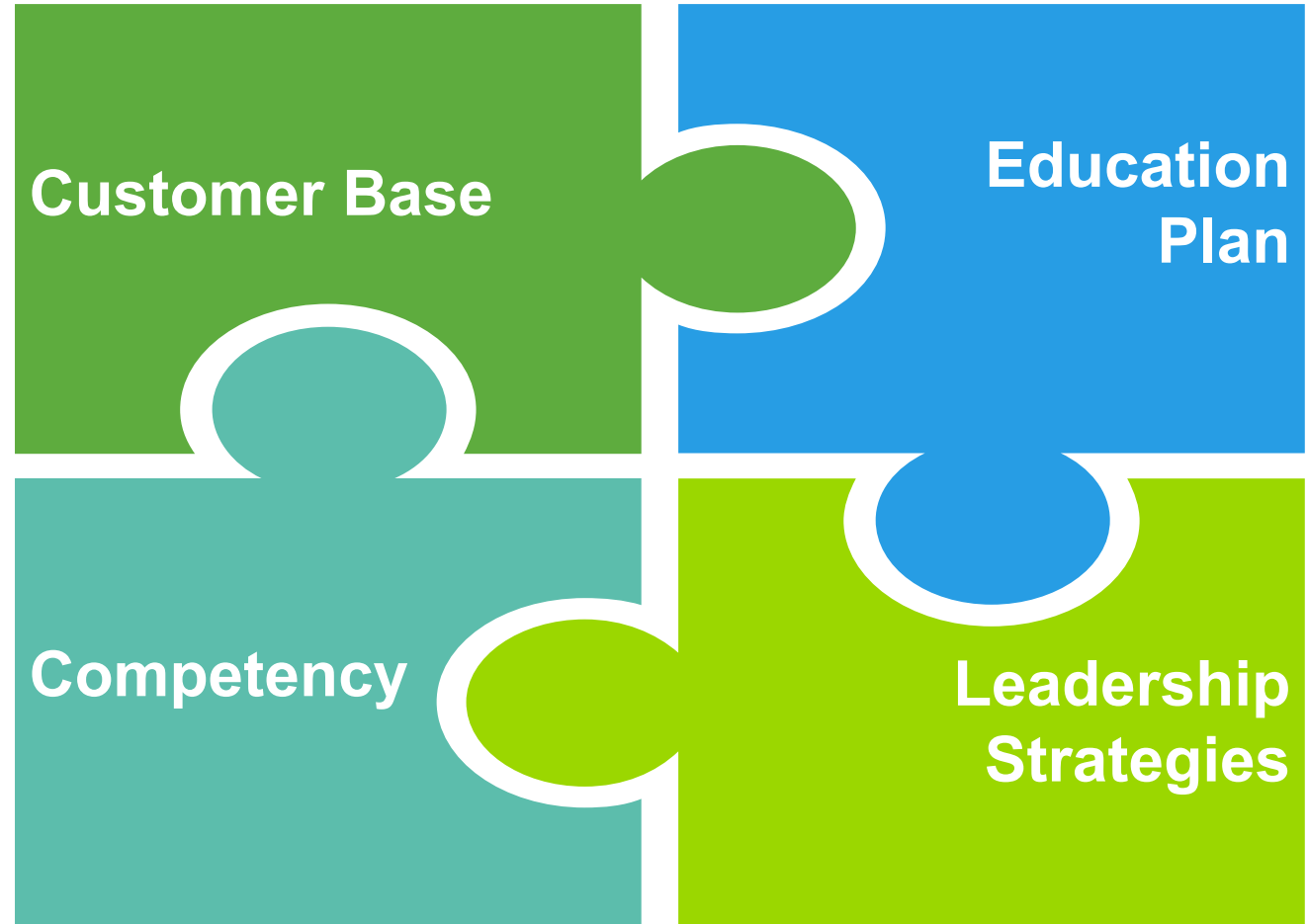


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Relationship to Quality of Care

Education *Putting it All Together*

*The Art of
Delegation – Is
this part of your
training plan?*

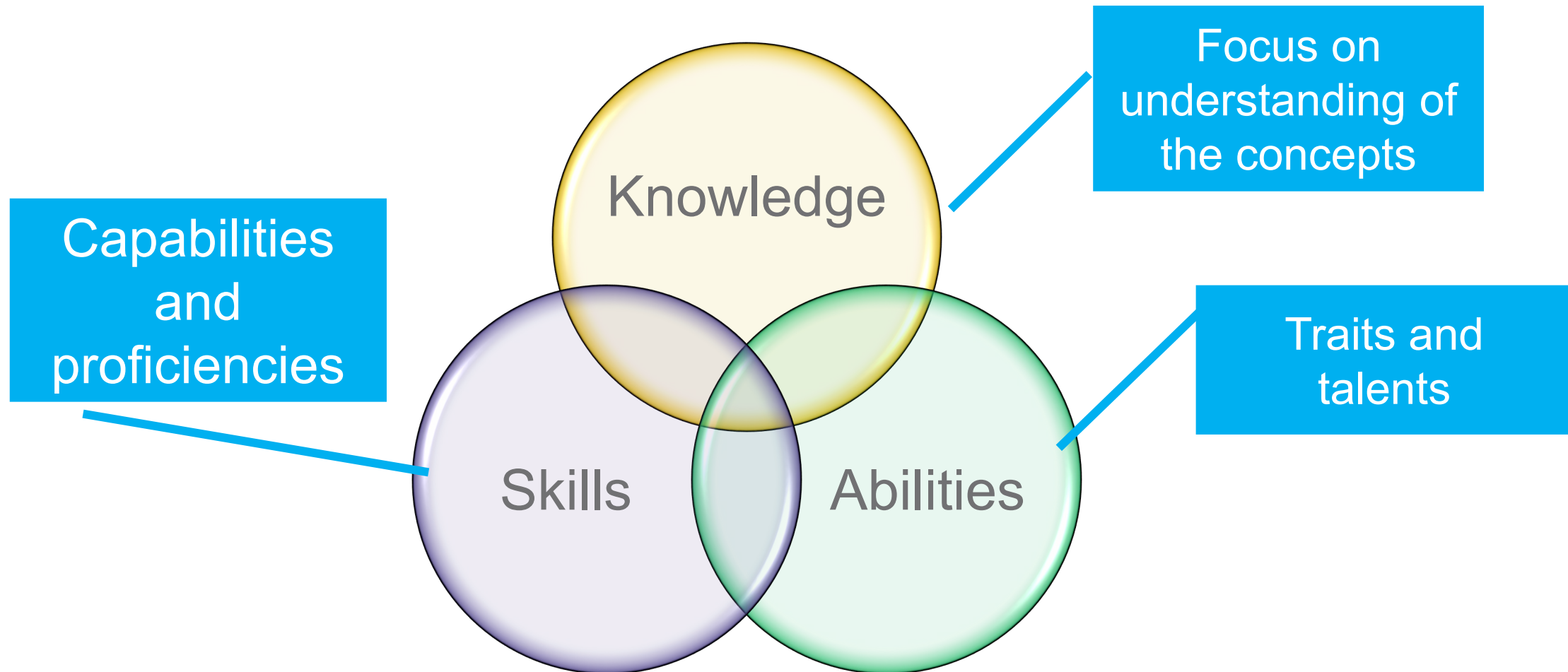


Creative Onboarding



- Job roles and responsibilities
- Policies and Procedures
- Delegation is part of nursing education
- Day-to-day tasks, assignments vs delegation/RN oversight
- Case scenarios
- Annual education needs
- Alignment with facility assessment and competency needs

Assess Current Status and Identify Gaps



Validation

- Lecture with return demonstration for physical activities
- Written or Verbal Tests - A pre-test and post-test for documentation issues
- Skills Demonstration - Demonstrated ability to use tools, devices, or equipment that were the subject of the training and used to care for residents
- Return Demonstration
- Observation
- Self Assessment
- Simulation
- Preceptor
- Peer to Peer



Documentation Example

LICENSED NURSE COMPETENCY ASSESSMENT

Name: _____ Job Title: _____ Date of Hire _____

Assessment of competency for the following policy and procedure:

Competency Statement:

Licensed nurses will display consistent competency proficiency when providing care and services to residents and managing the residents' care processes.

Instructions:

Nurse: Complete the self-assessment portion of this document using the key for each step of the procedure.

Evaluator: Complete the Evaluator's Assessment portion of this document using the key for each step of the procedure. Collaborate with the nurse to describe an improvement or knowledge plan, as needed, based on the assessment.

Assessment Key:

- 1- Needs Skills Improvement
- 2- Needs increased knowledge
- 3 - Can perform competently
- 3 - Can perform independently and evaluate others

Method of Evaluation:

- SA – Self-assessment
- S- Simulation
- DO- Direct Observation
- RD- Return demonstration
- KT– Knowledge Test

Learning Resources

- Observed peer mentor
- Computer-based learning and test
- Formal class
- Other:

Performance Criteria <i>Document the steps of the facility procedure here</i>	Self-Assessment Use Assessment Key (See legend) Add comments as needed			Evaluator's Assessment Use Assessment Key (See legend) Add comments as needed		
	Method Code	Assessment Key	Comment	Method Code	Assessment Key	Comment
1.						
2.						
3.						
4.						
5.						
6.						
7.						
8.						
9.						
10.						
11.						
12.						
13.						
14.						
15.						
16.						
17.						
18.						
19.						
20.						

Performance Criteria <i>Document the steps of the facility procedure here</i>	Self-Assessment Use Assessment Key (See legend) Add comments as needed			Evaluator's Assessment Use Assessment Key (See legend) Add comments as needed		
	Method Code	Assessment Key	Comment	Method Code	Assessment Key	Comment
21.						
22.						
23.						
24.						
25.						

Employee signature _____ date _____
Both sign here when employee meets competency

Evaluator signature _____ date _____

Competency Met

Knowledge Plan – see below Knowledge Plan completed on _____ Competency Met after knowledge plan completed (Sign above)

Improvement Plan - see below Improvement Plan completed on _____ Competency Met after improvement plan completed (Sign above)

Knowledge or Improvement Plan Steps Initiated on (date)	Resources	Target date for completion

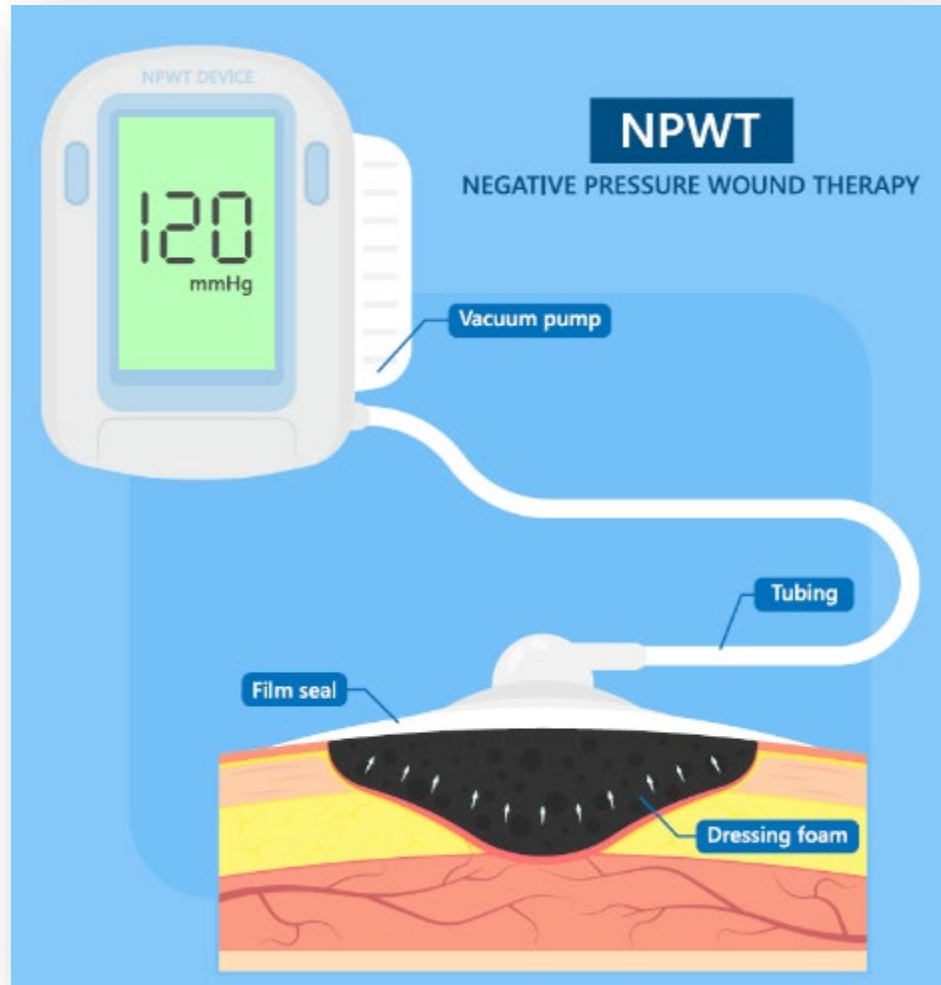


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Quality

Delegation Impacting Quality (*Delegation vs Assignment*)



How could the improper application of a wound vac impact the resident?

- Infection
- Pain
- Increase stage of wound
- Increase time on bed rest
- Hemorrhage
- Bleeding
- Sepsis
- Maceration of skin

Quality Measures



F 883 Delegation of Vaccinations

- Vaccinate an eligible resident with the influenza and/or the pneumococcal vaccine(s), unless the resident had previously received the vaccine, refused, or had a medical contraindication present; or
 - Allow a resident or a resident's representative to refuse either the influenza and/or the pneumococcal vaccine(s); or
 - Provide and/or document the provision of pertinent information regarding the immunizations to the resident or the resident's representative such as the benefits and potential side effects of the influenza and, as applicable, the pneumococcal immunization(s); or
 - Document that the resident either received the pneumococcal and influenza vaccine(s) or did not receive the vaccine(s) due to medical contraindications, previous vaccination, or refusal.
- *Vaccinations are a quality measure
 - Who is participating in annual influenza vaccinations?
 - Can the RN delegate health education or just the administration of the vaccine to the LPN/LVN in a nursing home setting?
 - Yes, the LPN/LVN can administer the vaccination, and provide the information, however, based on the Nurse Practice Act in the State of Wisconsin the LPN/LVN cannot assess or educate.

Areas for RN Practice and those that can be delegated if supervised.			
	RN	LPN	UAP
ASSESSMENT	<ul style="list-style-type: none"> Conducts and documents total nursing assessments of the health status of clients by collecting and recording subjective and objective data. Reassess and collect pertinent data as the client's status changes. Determines frequency of nursing assessment. 	<ul style="list-style-type: none"> Assists in the nursing assessment by collecting, reporting, and recording objective and subjective data about the client's condition at the direction of the registered nurse. 	<ul style="list-style-type: none"> Measures and records objective data such as height, weight, vital signs, food and fluid intake and output under the direction of the licensed nurse. Reports to RN/LPN any observed changes in client conditions.
ANALYSIS	<ul style="list-style-type: none"> Analyzes assessment data and establishes, accepts and/or modifies the nursing diagnosis to be used as a basis for nursing interventions. 		
PLANNING	<ul style="list-style-type: none"> Develops, maintains, modifies, and communicates the nursing components of the plan of care derived from the nursing diagnosis(es). 	<ul style="list-style-type: none"> Assists in the development of the nursing component of the client's plan of care at the direction of the RN. 	
IMPLEMENTATION	<ol style="list-style-type: none"> Implements nursing plan of care, including nursing interventions. Executes regimen prescribed by a physician, APN, dentist, optometrist, or podiatrist. Gives direct nursing care commensurate with education, training, or experiences. May also perform delegated medical acts under general supervision of physician, podiatrist, dentist, or optometrist. Provides client teaching. Collaborates with other members of the health care team. Delegates in accordance with Wisconsin Board of Nursing rules on delegation. 	<ul style="list-style-type: none"> Implements nursing components of the client's plan of care at the direction of the registered nurse, licensed physician, dentist, optometrist, or podiatrist. Gives direct basic nursing care at the direction of the registered nurse, physician, dentist, optometrist, or podiatrist. The LPN may perform specific procedures that are beyond basic nursing care under general or direct supervision of the RN, physician, podiatrist, dentist, or optometrist. Can assign medication administration to UAP in the role as Charge Nurse in Nursing Homes Collaborates with members of the health care team 	<ul style="list-style-type: none"> Provides basic nursing tasks under the direction of a licensed nurse. May accept assignment to administer medications from an LPN in nursing home. Accepts delegated tasks from the registered nurse. When implementing any delegated tasks, the UAP must be: <ul style="list-style-type: none"> Trained to safely perform the task. Clinically competent. Supervised by a licensed nurse. UAP must demonstrate the knowledge, skills, and abilities prior to implementation. Collaborates with members of the health care
EVALUATION	<ol style="list-style-type: none"> Evaluates responses to a nursing intervention with contributions from client, family, significant others, and/or members of the health care team. Documents and communicates evaluation of plan of care. Modify the nursing diagnosis and revise the nursing component of the client's plan of care as necessary. 	<ul style="list-style-type: none"> Contributes to the modification of the nursing components of the client's plan of care. 	<ul style="list-style-type: none"> Reports any observed changes to the registered nurse or licensed practical nurse.

Delegation

Training RNs to Delegate

- Not all RNs are good delegators
- Do your RNs understand the components of Delegation
- What happens when a delegated act is “re-delegated” to someone else?



Delegation

The Director of Nursing

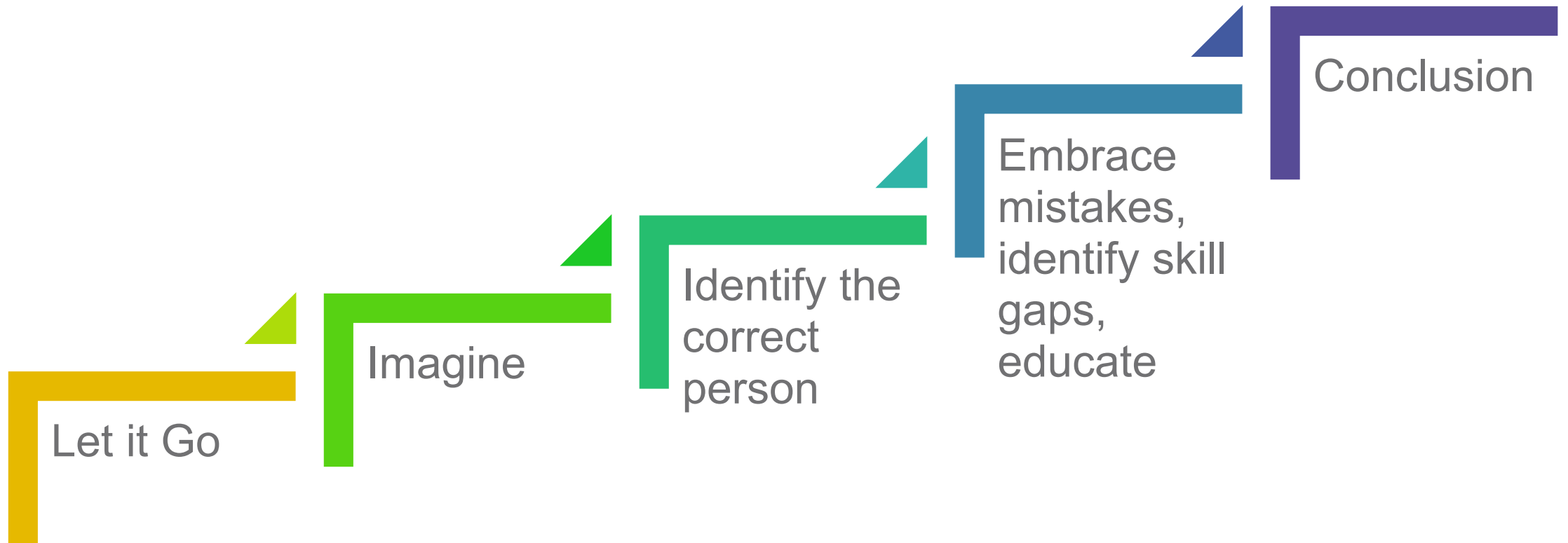
- Delegation to nurse management or charge nurses in facilities is essential for the DON
- The DON isn't in the facility 24/7
- The DON will have key RNs to monitor and manage the nursing care and implementation of facility policies and procedures

Delegation

- Good judgment is essential in the decision making!
- Planning for Delegation is important.
- Make sure policies and procedures are updated and available for staff reference.



Delegation





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Next Steps

RN Delegation

- Review your current policy on RN delegation
- Assess the skill set of the LPN and Nursing Assistant
- Provide competency- based education
- Identify any gaps in the current process on nurse delegation
- Ask the RN about nurse delegation and the overall responsibilities
- Read the state nurse practice act to determine the role of the LPN/LVN in long term care.



Breakout

- Discuss a situation when delegation went well
- Discuss a situation when delegation did not go as planned



Summary

- Delegation – Key Strategy
- Review Current Processes
- Roles and Responsibilities
- Impact on Quality
- Educate
- Access Resources
- Monitor
- Change is Good!



“The way to bring about change is to be proactive and active”.

~Octavia Spencer



Reference List

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The Relationship Connecting Nurse Delegation and Quality of Care

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