
CASE 3

DIALYSIS TREATMENT?

By Nicholas Manias

Linda has been a nurse for close to 20 years. She started her career working at the local children's hospital after participating in a work-study program while she was in nursing school at the local community college. Her supervisors were so impressed with Linda's knowledge, work ethic, and level of care that they offered her a position upon her graduation. During her eight years at the children's hospital, Linda was able to work with and help many young patients and their families. But, after all of that time, the long hours and emotional weight of the children's cases wore her down. Linda hoped to settle into a job

where she would work with adults, in an outpatient setting, and maintain somewhat normal work hours (Monday–Friday, 9 a.m.– 5 p.m.).

Linda found everything she was looking for at the local dialysis treatment center. She started there as a staff nurse for six years. During that time, she developed meaningful relationships with the other employees, nurses, and patients at the center. Linda was promoted to head nurse at the center and has been in that position for two years.



"Open your eyes, look within. Are you satisfied with the life you're living?"
—Bob Marley

After some bad business decisions, the owners of the treatment center had to make major changes in their business practices to stay in business. A few months ago, the owners and upper management of the center (Linda's bosses) decided that in order to cut costs, they would discontinue the use of a drug that was necessary for patients receiving dialysis. (The drug was the second most expensive cost of the center, next to salaries.) Instead of giving patients the drug, nurses at the center were instructed to give the patients saline and tell them that it was the drug. Linda talked with her boss regarding this procedure and shared her displeasure. She voiced her disagreement with the plan but was told that it was "strictly a management decision" and "if the company were to pay for the drug staff cuts would be necessary and most likely the center would have to shut down its operations."