



Te Wheke November 2018 issue 43

http://www.nzno.org.nz/groups/colleges_sections/sections/nzno_nurse_managers_new_zealand

Committee Report

From the Chair, Sarah Tweedale

Warm Greetings

Well as 2018 starts to draw to a close and we embark on the last two months it is with reflection that the committee look back over the year, we have had the privilege of getting to know our two newest committee members Teresa and Shamin and also have welcomed Natasha and Debbie as seconded positions and nominated for acceptance onto the committee at this November's AGM. With change brings new ideas and strategies to work towards and cultivate.

2019 will, we hope be focused on the mentorship and coaching plans we have, with a vision to harness the wisdom prolific amongst our large membership, to build a network of connectivity in order to support mentor and coach one another.

2018 saw a focus on the fine tuning and distribution of grants and scholarships to our membership. I'm pleased to say there has been a steady flow of applications from you.

The annual conference has year on year been excellent in all facets; speaker caliber, location and attention to detail, providing, many will attest to, a two-day informative, fun and indulgent time for the delegates. This year Napier will also be outstanding as the conference committee work hard to bring it all together. While conference organising is time consuming the satisfaction is also tremendous. We will be looking for a 2019 conference location at Napier this November so if any of you are interested please get in touch.

The Survey findings which many of you completed are detailed in an article in this newsletter it steers and guides our vision and feeds into conference programme development.

We as always welcome your contribution to the section work and also articles and thoughts in the newsletter and on the face book page.

We as a committee are looking forward to seeing some of you in Napier. Connecting with you in the near future through our planned mentorship and coaching programme, our face book page or next year's conference. Have a safe and relaxing summer

Warmest Regards

Sarah Tweedale (Chair)

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Here is your chance!

Are you interested in fostering leadership and enhancing your own professional development?

We are seeking enthusiastic RN's in a leadership position to join our dynamic Nurse Manager Section committee. No previous committee experience is necessary but we guarantee you will learn new skills.

We are calling for nominations from either yourself or someone you know.

There will be three vacancies coming up in November (two members finishing their term and the seconded position due to resignation earlier this year). Three incumbent members will be seeking re-nomination.

The committee has 3 teleconferences each year prior to a 1-2 day face to face somewhere in the country (expenses paid). The committee members are in regular contact via email and professional development will be gently fostered as you are encouraged to take on a role within the committee (as part of our succession planning). Roles depend on your interest focus (and include publication of our newsletter, management of the website, treasurer, membership, secretary, chairperson). This is a great chance to network and you will be part of a committee actively looking at new ways to support and promote leadership, raise our nursing leadership profile by submissions, and suggestions are always welcome.

The more you put into the Nurse Manager Section the more you will get out of it. My confidence and skill set have significantly grown since joining and I encourage you to give it a go. We would like a good cross section of leadership roles and geographic representation on the committee.

If you would like more information or would like to talk to someone, you can contact me, or any of the committee members (our email addresses are on the Nurse Manager Section website).

Looking forward to hearing from you.

Monique Toes-Rouse

Membership report & Education Grant

Membership/Education Grant

The NZNO Nurse Managers' Section New Zealand membership now stands at 523. We would love to see this to keep increasing so we encourage you all to talk to your colleagues and explain the benefits of belonging to this dynamic and forward thinking section. We recognise that we are all working in challenging environments and within financially constrained Organisation's. This section acts as an advocate for all members, listening to concerns/national trends and looking at ways to improve leadership roles within New Zealand nursing. A new initiative the committee has finalised this year is The NZNO Nurse Managers Section New Zealand Education Grant. This exciting development will enable members of the section to apply for grants of up to \$500.00 each in order to undertake further education. Two grants will be made annually in May and November. Application forms are available on the website with full details of requirements.

Click [here](#) to go the NZNO Nurse Managers' Section website.



Applications are currently open for further Education Grants.

**CONGRATULATIONS
to our funding recipients**

**Diane Kerr
Currently studying Doctor of Philosophy
\$260.49 towards books**

**Deborah Mason (Christchurch) &
Batool Chagani (Auckland)
\$480 towards
NZNO Nurse Managers Conference**

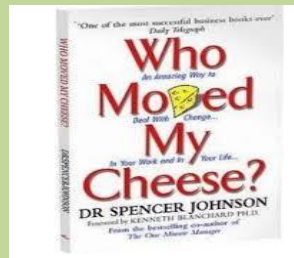
Books, TED talks and websites to read and explore

Who Moved My Cheese?

Who Moved My Cheese? Dr. Spencer Johnson. London: Vermilion Book. 1998. 96pp

Change is inevitable. Everything in the world, and even beyond is perennially and eternally in a state of flux. It is something over which man can exercise no control. The only thing that he can control is his response to change, Who Moved My Cheese? Explains how we need to do that. In short, the book offers insights into the ways of tackling life's vicissitudes.

Who Moved My Cheese? tells an apparently simple tale. However, it resounds with implications that can have far-reaching effects on our lives. The core story consists of four characters- two mice and two little people- who live in a "maze".



The maze is a metaphor for the

world itself, whether it be the world at large, or one's own personal world consisting of one's family and community. The four characters seem eternally engaged in a quest to find their own "cheese". The names given to the characters clearly show that the author wants them to remain types and not individuals. The two mice are sniff and scurry and the little people Hem & Haw.

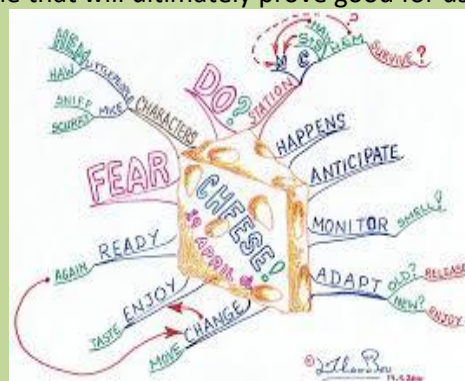
Cheese represents all that they live for and long to have in life so that they can be happy and contented.

Metaphorically, cheese stands for the ends of human life. It could be a job, it could be a partner in life, and it could be money, health or spiritual well-being. The story shows the two mice adapting better and faster to change, whereas the two little people, microscopic prototypes to the human race. With their complex brains and thought processes, end up complicating things. The implication is obvious. The faster we learn to adapt to change and utilize it to our advantage, the better served we will be.

Naturally, the book tries to pass on a few useful lessons. Change is inevitable, and hence, we need to anticipate and adapt as quickly as possible. It drives home the point that we ought to take change as a challenge or an adventure and try to enjoy it. As the author says, "they keep moving the cheese", so we need to be ready to change quickly and savor the experience so that we can do it time and again. The story helps us to laugh ourselves and keep things simple and easy.

All said, the book is a one-time read for everyone who wants to succeed in this fast changing world. For some, it could work like a guide. For some it could offer some fresh insight and for a few it could even be a new beginning.

"Life is no straight and easy corridor along which we travel free and unhampered, but a maze of passages, through which we must seek our way, lost and confused, now and again checked in blind alley. But always, if we have faith, a door will open for us, not perhaps one that we ourselves would ever have thought of, but one that will ultimately prove good for us." A.J. Cronin



Spotlight Interrogation, Let's get to know a little bit about each other.

This month Spotlight interrogation is dedicated to two our lovely colleagues who are finishing with their term in November 2018.

Dear Monique & Itayi, On behalf of the committee and members, thank you for your ongoing support & leadership.

Itayi Mapanda

1. What's your name, what do you do and where do you work?

My name is Itayi Mapanda, I am a Clinical Nurse Manager for Public Health, Community Nursing and Rural health Services at Whanganui District Health Board

2. What would you be doing if you were not working at your current job?

I would be working as a disease surveillance practitioner in epidemiology services

3. What's the most important lesson you've learned in the last year?

I have learnt the importance of living life to the fullest. 'Live today like it's your last day because you don't know what tomorrow holds'.

4. What characteristics do you most admire in others?

I admire being calm, dignified, collected, composed and intelligent.

5. What qualities in you would you hate to see emulated in your employee?

Personalising patient/people's worries.

6. If you were to start a company from scratch, what values would you build it on?

Respect for staff and clients, fair dealings. Staff dignity, mana, astuteness, assertiveness, sound business knowledge and skills base.

7. If you were to tell one person "thank you" for helping me become the person I am today, who would it be and what did they do?

My Dad for believing in me more than I did of myself.

8. When are you happiest?

When my family is happy and healthy and achieving their life goals. I am happiest when staff I lead and manage express being happy in their workplace.

9. What one memory do you most treasure?

When I attained my first degree qualification

10. What would a "perfect day" look like for you?

Going home after work having achieved my work objectives set for the day

11. How do you recharge?

Speeding time in the sauna, spa pool and good physical exercising.

12. What superpower would you like to have?

Being able to read people's thoughts

Monique Toes-Rouse

1. What's your name, what do you do and where do you work?

Hi, my name is Monique Toes-Rouse. I am a Duty Manager at Tauranga Hospital working predominantly night shift. I am also

Secretary of the NZNO Nurse Manager Committee though I will step down in November when my four years are up.

2. What would you be doing if you were not working at your current job?

I have always wanted to be a forensic pathologist. Funnily enough mortuaries are not really 'my thing' but I am very interested in how crimes etc get solved on such evidence. Combining medicine and detective work.

3. What's the most important lesson you've learned in the last year?

Resilience. It is amazing what you can achieve, not only in my personal life but also at work when there is not enough staff and ED is pumping through the admissions which have to be placed in wards where staff are already at capacity. It is humbling to see how hard the staff work.

4. What characteristics do you most admire in others?

Kindness and the ability to get things done (seemingly effortlessly)

5. What qualities in you would you hate to see emulated in your employee?

It is funny that what some see as a fault can also be admired by others. However I do hope I don't have too many flaws but I'd like to be able to jump less to conclusions. There are always two sides to the story however obscured they may be.

6. If you were to start a company from scratch, what values would you build it on?

Integrity, honesty and the drive to succeed.

7. If you were to tell one person "thank you" for helping me become the person I am today, who would it be and what did they do?

That is a tough one. I have been influenced by many people along the way who have made me what I am today but the greatest support would have to come from both my mother and my husband- lovingly supporting / guiding me in my endeavours and keeping me on track.

8. When are you happiest?

A lot of things make me happy, gardening and seeing the end result, sampling the fruits of my cooking when I have managed to create something particularly impressive, holidays and spending time with my husband.

9. What one memory do you most treasure?

Spending time with my grandparents before they passed away. Being on opposite sides of the globe meant that visits were infrequent but there for all the more special.

10. What would a "perfect day" look like for you?

Workwise it would be having enough staff and beds. Personally it would have to be a sunny warm day where I could do whatever I feel like at the time without the pressure of having the accomplish something in particular.

11. How do you recharge?

Reading and gardening. My husband and I also like jumping in the car to go and explore the countryside, deviating up interesting side roads and discovering new places and we often have friends that join us. A really good day out.

12. What superpower would you like to have?

To stop cruelty to animals, children and innocent people. I would like to protect those that can't or are unable to defend themselves.

The survey that was undertaken in the latter part of 2018 was completed predominantly by DHB employees representing 68% followed by the next largest group from primary and community care representing 17% of those completing it.

The professional challenges question generated a large amount of data, the most prolific were the ability to manage the individual's current workload, although recruitment, retention and engagement and culture also being identified strongly as challenges currently being faced by nurse managers.

The ability to manage safe staffing while working within the fiscal constraints and expectations set by senior managers also featured as a common theme expressed within the survey. Of note commonality expressed problems were, keeping up with recruitment and retention. Protracted processes leaving time gaps between resignations and new start dates which challenged rosters and subsequently patient safety on occasions. This was a common theme with frustrations expressed.

In question five interestingly the satisfaction level with regard to the support received from the organisation the individual was working for was over 66% while the organisation was supportive it didn't seem to diminish the workload or indeed the expectations they put on the nurse manager, or perhaps the nurse manager put on themselves. Neither did it diminish the size of the role they were expected to undertake.

Of huge interest to the section committee was question six; what could the nurse manager section offer to support you? The most common words used were 'sharing,' 'encouragement' and 'mentorship' it seems to us there is a very strong desire for nurse managers to have support from their peers around the country.

The ability to network, bounce ideas off one another, share frustrations and also grow our future leaders were common responses to this question.

With regard to the questions around coaching and mentoring in summary, 25% have access to some sort of coaching or mentoring program only 30% believe they have received formal coaching or mentorship. A whopping 70% would love to link up with a coach or mentor and a close 63%, felt that they have the skills, with not

always formally recognised qualifications to be able to get alongside mentor and coach another nurse leaders from around the country. This data has been the driver for us and to plan and launch a national mentorship and coaching pilot program in 2019. We have a vision that this will have two streams. One will focus on study days funded by the nurse manager section to deliver some basic coaching skills by a professional coaching coach. The second stream will be one of informally linking up section members to offer some mentorship, encouragement, advice and sounding board opportunities across the country from our skilled and experienced nurse leaders to our future leaders. The thought being both will benefit and this will be a self-managed database of willing section members who can manage their own availability schedule. We will keep you posted on progress with this.

The other questions that generated a great deal of feedback were around the content of both educational forums and conference topic/speakers. There were multiple mentions around the management of staff, bullying allegation management. There was a strong desire to connect with other managers, and how to manage the manager who doesn't have a clinical focus or priority. The stress of nursing management was alluded to in many of the comments along with the extra hours above contracted FTE that the roles demand. We have listened and delivered on the feedback both in the Conference and also educational forums over the past two years and will continue to do so. The Educational forums increasing to two from one in 2019 with topics firmly rooted in the survey feedback. The annual conference programs are always scrutinised to also ensure they align to the needs to the members for a large proportion of the conference time.

With regard to other aspects of the survey Data a PowerPoint will be on our website at the end of November for members to look at the results in greater detail if they wish.

Thanks again for those of you who completed the Survey, your input was as always both valuable and much appreciated.

Sarah Tweedale
Chair

NZNO Conference 2018

update

18 - 20 September 2018

Health is a Human Right: Optimising nursing to make it happen

Museum of New Zealand Te Papa Tongarewa, Wellington



Health is a Human Right
OPTIMISING NURSING

We were very fortunate to attend NZNO Conference and AGM in Wellington. Here is a small glimpse.

Hon. Dr. David Clark
Minister of Health and
Associate Minister of Finance



David Clark opening speech was around NZNO Conference theme i.e. Health is a human right.

He also added WHO nine principles and ponder upon the priority areas like access to good quality healthcare, child well-being, mental health care, safe staffing accord.

Rachel Callander
TEDx Presenter and Author



Rachel took us through a journey through pregnancy & after birth. She connected us through emotions of human being rather than labeling them as failing, defected part person.

She worked on Super power baby Project (book) and collated it with 75 children with chromosomal defects where there diagnosis was becoming their identity. Rachel also shared the examples of health language and jargon, and the way it shut or block the thinking process.

One key message: Just because we do it, we have to. Share knowledge and make patient and their families responsible for their learning. Make sure they have enough sleep before the big day of discussion or decision. In nut shell, there is no right or wrong. Whatever decision you are going to make is right (on their values and beliefs).

Margaret Brunton

Associate Professor Massey University

Margaret shared her study on cultural influence on Registered Nurse communication.

Margaret shared her study goals and theme emerged from their study. She mentioned about our autopilot response around common sense. It can be lonely journey for those who are in minority. e.g. I am going to the loo. For overseas nurses, they might don't know what loo means. In summary, managers need to adapt Emotional intelligence and clinical champions. Nursing recruitment and retention cost time, money and staff burnout so explore the way you handle cultural differences.



Janet Anderson-Bidois
Chief Legal Adviser,
Human Rights Commission



Janet focus was around using human right approach to create the change.

New Zealand human rights

Prohibit unlawful discrimination on grounds such as race, disability, sexual orientation and family status. Janet shared some cases and examples e.g. assisted dying and care of family member versus outsider and getting paid.

Annie Butler

Acting Federal Secretary,
Australian Nursing & Midwifery Federation

Falling through the cracks-
Is healthcare is accessible to all?



Annie shared her safe staffing journey campaign in Australia. Australian aged care workers are in crises. She shared the examples of some places with 1 RN & EN with 187 residents.

The process was gathering around the evidence and talking the talk by involving media, government and universities. The top three causes of death in Australian aged care are falls, choking and suicide.

The slogan is "Safe care & dignity for all the residents".



NZNO Strategy for Nursing Summary



NZNO Strategy for Nursing 2018-2023

Advancing the health of the nation

Hei oranga motuhake mō ngā whānau, hapū, iwi

NZNO Strategy for Nursing 2018-2023: New Zealand Nurses Organisation. 2018. 90pp
The strategy can be downloaded from NZNO website.

New Zealand Nurses Organisation (NZNO) is the leading professional nursing association and union for nurses and represents over 49,000 members. NZNO promotes and advocates for professional excellence in nursing by providing leadership, research and education to inspire and progress the profession of nursing. NZNO has 20 colleges and sections. These professional bodies disseminate evidence based nursing knowledge and professional support to members and related agencies, both nationally and internationally.

The NZNO Strategy for Nursing is a whole-of-profession document, irrespective of the role a nurse has. It has been created for the unique context of Aotearoa New Zealand from 2018 to 2023 and will be reviewed in 2020. The strategy pays particular attention to a Māori world view of health, care and support. The conceptual model and the interdependent strategy sections and themes provide a strong platform for implementing strategic actions through NZNO membership and in partnership with aligned professional, legislative, regulatory and community agencies.

The NZNO Strategy for nursing, is based on the premise that through investment in nursing leadership, removal of structural and fiscal barrier within the prevailing models of care and using the existing knowledge and skills of all the nurses of all the nurses to the full, nursing in Aotearoa New Zealand can meet the health needs and improve the health outcomes of New Zealanders.

The strategy is a key tool to resolve structural and systemic barriers that impeded nursing effectiveness such as restrictive model of care and employment, contractual methods, funding mechanisms and institutional racism.

NZNO's vision: "freed to care, proud to nurse"

The strategy is divided in to five sections and had three themes.

Community (is our purpose)- Whanaungatanga

Community representation is the term used to describe people who provide support by providing a patient, carer and community perspective in decision making, service planning and improvement on its governance board.



Model of care (and power)- Manaakitanga

The current models of health care in Aotearoa New Zealand are not equipped to meet the needs emerging from a rapidly evolving health environment. Models of care are hindered by a lack of nursing input into design and decision making, a conservative culture, a western biomedical approach and are led by the underlying business model. A coordinated approach is needed to identify new and evidence based models of care for Aotearoa New Zealand.

NZNO will provide an innovation advisory review service relating to innovative practice, service design and model of care improvement.



Equity (fair and just)- Oritetanga

NZNO will work relentlessly to achieve pay equity across nursing and health workers group through collective bargaining or legal processes.



Leadership (development and sustainability)- Rangatiratanga

Nursing governance, executive leadership, clinical leadership and point of care leadership are all essential for patient centred, evidence based and cost effective health care in Aotearoa New Zealand. NZNO will create a governance tool kit, executive leadership resource manual and information compendium for point of care leadership support and enhance capacity of nursing leadership.



Nursing workforce (invest in the solution_ - Te Ohu Māori

Aotearoa New Zealand needs a fit for purpose workforce that represents the population it serves. A sustainable, critical mass of nurses, working to the fullest extent of their scope of practice, is essential.

NZNO believes these actions will position nursing at the forefront of the healthcare and health gain for the populations it serve





Words matter
Nursing Management (Springhouse) 2018

By Rosanne Raso, MS, RN, NEA-BC, Editor-in-Chief, Vice President and CNO, NewYork-Presbyterian/Weill Cornell, New York, N.Y.

*Whether spoken or written,
 Are you choosing your words carefully?*

It seems like I'm surrounded with examples of why and when words matter lately.

Severe cases of what my mother would call "foot-in-mouth" disease abound; there are, of course, numerous examples of political leaders suffering from it.

In a nursing theory class this year, I learned that there's an important difference between "I know," "I think," "I feel," and "I believe."

Then I read a recent article by Angela Prestia on impactful messaging and, you guessed it, it was about how words matter. Whether spoken or written, are you choosing your words carefully?

As leaders, we're on 100% of the time—we influence through our words, as well as our actions, and how we use language can even be a form of action.

Whether formal or informal, verbal or nonverbal communication, it's all important and meaningful. Without words, there's no message, no vision, and no shared story.

Internet searches of "leadership language" and "words matter" yielded over 500 million hits, clearly significant topics.

At a recent workshop, motivational speaker Kevin Ames asked the audience, which included me, why do we use ill-considered language? His example was using the words talent acquisition. Is your recruitment department called talent acquisition? To him, it means that the organization doesn't want you, the person, it only wants your talent. See, words do matter.

Words have power, too. Here's an example from my internet search: *If I tell you a hamburger is 80% lean as opposed to 20% fat, it's the same thing. However, people get different messages. Most perceive the 80% lean hamburger as being much healthier than the 20% fat burger.*

How you frame your message impacts how others think about it. Clarity, truthfulness, and optimism can help you with framing. Instead of saying "nothing is working around here," *you can switch to goal-based, positive language about your confidence in the team meeting goals and how to progress together.* Address the why and avoid generalizations.

Make it personal and tell a story that relates the message in a tangible way, focusing on the "so what" factor.

Most importantly, be authentic—people detect insincerity and know when you don't mean it. You know when a group doesn't "get it"; reframe and try again.

Don't forget the written word, which is indelible and can be shared. How many times have you pressed send on an email and regretted it immediately? Yes, I have, too—it's an awful feeling.

Read twice before distribution and don't send an email if you're emotional because those words most likely need editing. It doesn't matter that you "didn't mean it," it's too late. We have a responsibility to be aware of the impact of our words, spoken or written.

Did you know that there's a Words Matter Week? I didn't either. Writers, librarians, editors, and teachers are big believers.

Consider this quote from journalist Earl Wilson: *"If you wouldn't write it and sign it, don't say it."*

Make your words count. If a picture is worth a thousand words, and we're using words to communicate, then we have a lot of work to do to be descriptive, meaningful, and leader-like. Words matter.

They matter to all the important outcomes of our work—including engagement, quality, and safety.

Up and Coming events

Workshops, Conferences & Symposium

10th International Conference on Geriatrics Nursing and Palliative Care Event Start Date: 19/11/2018 9:00
Overseas

Level 1 Delegate Education - Auckland DHB - Group 8 Event Start Date: 20/11/2018 8:30 a.m. **Event Locations**
Auckland Region

2018 e-Health Nursing Event Start Date: 21/11/2018 9:30 a.m. **Event Locations**
Wellington Region

West Coast/Te Tai o Poutini Regional Council Meeting Event Start Date: 21/11/2018 6:00 p.m. **Event Locations**
West Coast/Te Tai o Poutini

New Zealand Respiratory Conference Event Start Date: 22/11/2018 8:30 a.m. **Event Locations**
Auckland Region

Level 3 Delegate Education - Palmerston North - All sectors Event Start Date: 22/11/2018 9:00 a.m. **Event Locations**
Central Region

Study Evening - Blood Borne Infections Event Start Date: 22/11/2018 6:00 p.m. **Event Locations**
Wellington Region

Central Regional Council Meeting Event Start Date: 24/11/2018 10:00 a.m. **Event Locations**
Central Region

Level 4 Delegate Education - Wellington - All Sectors Event Start Date: 28/11/2018 9:00 a.m. **Event Locations**
Wellington Region

BOP/Tairāwhiti Regional Council Meetings Event Start Date: 28/11/2018 5:30 p.m. **Event Locations**
Bay of Plenty/Tairāwhiti Region

Level 2 Delegate Education - Auckland DHB - Group 4 Event Start Date: 4/12/2018 8:30 a.m. **Event Locations**
Auckland Region

Level 3 Delegate Education - Hawke's Bay - All sectors Event Start Date: 4/12/2018 9:00 a.m. **Event Locations**
Hawkes Bay/Te Matau a Maui Region

Canterbury Regional Council Meeting Event Start Date: 4/12/2018 5:30 p.m. **Event Locations**
Canterbury Region

Tai Tokerau Regional Council Meetings Event Start Date: 4/12/2018 5:30 p.m. **Event Locations**
Tai Tokerau Region

Level 4 Delegate Education - Hawke's Bay - All sectors Event Start Date: 5/12/2018 9:00 a.m. **Event Locations**
Hawkes Bay/Te Matau a Maui Region

Level 1 Delegate Education - Canterbury - All Sectors Event Start Date: 5/12/2018 10:00 a.m. **Event Locations**
Canterbury Region

Greater Auckland Regional Council Meeting Event Start Date: 5/12/2018 6:00 p.m. **Event Locations**
Auckland Region

BOP, Gisborne and Whakatane Te Runanga Hui Event Start Date: 7/12/2018 9:00 a.m. **Event Locations**
Bay of Plenty/Tairāwhiti Region

Level 2 Delegate Education - Auckland DHB - Group 7 Event Start Date: 11/12/2018 8:30 a.m. **Event Locations**
Auckland Region

4th International Anesthesia and Pain Medicine Conference Event Start Date: 13/12/2018 9:00 a.m. **Event Locations**
Overseas

Greater Auckland Te Runanga Hui Event Start Date: 19/12/2018 6:00 p.m. **Event Locations**
Auckland Region