

## NZNO Nurse Managers New Zealand section monthly news bulletin Friday 1 March 2018



### Consultation

NZNO is presently consulting with members on a range of issues. The full outline can be found at: [http://www.nzno.org.nz/get\\_involved/consultation](http://www.nzno.org.nz/get_involved/consultation)

#### **Reform of Vocational Education**

NZNO seeks your feedback on proposals for change to the vocational education sector which will affect the education and training of many members. Currently 16 institutes of technology and polytechnics receive \$500 million of government funding annually and are facing significant financial challenges with student numbers in decline, domestically by 1/3 in the last 10 years.

Please send feedback to [sue.gasquoine@nzno.org.nz](mailto:sue.gasquoine@nzno.org.nz) by **20 March 2019**

#### **Posthumous Reproduction – Second part of two part consultation on the proposed donation and surrogacy guidelines**

NZNO seeks your feedback on changes to the guidelines for:

- family gamete donation
  - embryo donation,
  - the use of donated eggs with donated sperm (donated eggs/donated sperm)
- and
- clinic-assisted surrogacy

([Collectively, the Donation Guidelines review](#)).

**Please send feedback to [diana.cookson@nzno.org.nz](mailto:diana.cookson@nzno.org.nz) by 18 March 2018.**

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#### **Proposed changes to national immigration policy**

NZNO seeks your feedback on [proposed changes to employer-led temporary work visas](#) that aim to ensure these are matched where there are genuine skill shortages. Crucially for nurses and employers changes include:

- replacing the Essential Skills in Demand Lists with Regional Skills in Demand Lists and
- introducing sector agreements to ensure longer-term structural issues are addressed, so that sectors do not become reliant on migrant labour, at the risk of shutting out opportunities to New Zealander.

Please send feedback to [policyanalysts@nzno.org.nz](mailto:policyanalysts@nzno.org.nz) by **11 March 2019**

## Bullying and violence

### REDUCE DISRUPTIVE NURSE-TO-NURSE BEHAVIOR WITH THESE STRATEGIES

Creating a healthy environment while simultaneously decreasing hostility is the most effective approach that leaders can take to enact change at the organizational level, a nurse leader says.

Rutherford DE, Gillespie GL, Smith CR. [Interventions against bullying of prelicensure students and nursing professionals: An integrative review](#). *Nurs Forum*. 2019;54:84-90. <https://doi.org/10.1111/nuf.12301>

The problem of bullying is of such significance, health care accreditation agencies such as The Joint Commission have reiterated that these behaviors compromise on patient safety. Researchers demonstrate that much is known about the existence of bullying behaviors in health care and its detrimental effects on the profession of nursing. Leaders in health care and nursing education are beginning to tackle this issue. Guided by the methodology of Whitemore and Knaf, the purpose of this integrative review was to analyze literature discussing the interventions against bullying directed towards prelicensure nursing students and professionals.

*This article is not freely available but may be located using the databases available to readers via a DHB or tertiary institute library or from the NZNO library*

Morphet, J. , Griffiths, D. , Beattie, J. and Innes, K. (2019), **Managers' experiences of prevention and management of workplace violence against healthcare staff: a descriptive exploratory study**. *J Nurs Manag*. Accepted Author Manuscript. doi:10.1111/jonm.12761

To examine healthcare managers' and health and safety staff experiences of prevention and management of workplace violence against staff.

Lewis-Pierre, L. , Anglade, D. , Saber, D. , Gattamorta, K. A. and Piehl, D. (2019), **Evaluating Horizontal Violence and Bullying in the Nursing Workforce of an Oncology Academic Medical Center**. *J Nurs Manag*. Accepted Author Manuscript. doi:10.1111/jonm.12763

To evaluate horizontal violence and bullying in the nursing workforce of an oncology inpatient and outpatient academic center, and to test the Horizontal Violence Scale in an outpatient setting.

Background

Horizontal violence (HV) and bullying in the workplace are dysfunctional behaviors that can affect nursing staff and patient care. The impact of bullying and HV is multilevel, affecting patient safety and satisfaction, nursing retention, and employee satisfaction, while creating poor patient outcomes.

## Coaching and teaching

### The Perceptions of Professional Leadership Coaches Regarding the Roles and Challenges of Nurse Managers

Bradley, Jennifer M.; Moore, Linda Weaver

*JONA: The Journal of Nursing Administration*. 49(2):105-109, February 2019

OBJECTIVE The purpose of this study was to explore professional coaches' perceptions of nurse managers (NMs) and the NM role.

**BACKGROUND** Nurse Managers are often inadequately prepared, developed, and supported in their roles. Professional coaching is a strategy that may prove beneficial to help prepare NMs for their roles.

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## **Communication (including workplace, team, and interprofessional)**

### **3 Communication Techniques to Accelerate Your Organization's Effectiveness**

*Listen, be brave, and manage your body language.*

Denniston C, Molloy EK, Ting CY, *et al*

#### **Healthcare professionals' perceptions of learning communication in the healthcare workplace: an Australian interview study**

*BMJ Open* 2019;**9**:e025445. doi: 10.1136/bmjopen-2018-025445

The literature focuses on teaching communication skills in the 'classroom', with less focus on how such skills are informally learnt in the healthcare workplace. We grouped healthcare work based on the cure:care continuum to explore communication approaches based on work activities. This study asks: 1) How do healthcare professionals believe they learn communication in the workplace? 2) What are the differences (if any) across the 'type of work' as represented by the cure:care continuum?

## **Conflict management**

### **Find ways to redirect difficult team members**

Some co-workers present themselves aggressively, act superior, lack initiative or appear to have nothing to contribute, but each personality type can be addressed. Having a chance to offer an opinion can draw in the teammate who feels above it all, for example.

[Bud to Boss](#)

### **For Challenging Conversations, Respect Melts Resistance**

The need for respect is intertwined with many basic human needs, but doesn't receive...well, the respect that it deserves when it comes to workplace performance. It turns out, just about everything works a bit better when we all respect the respect deficit and deliberately do something to address it.

Respect and Challenging Workplace Conversations

Peel the layers back on just about every [challenging conversation at work](#), and you'll find the respect deficit lurking there somewhere.

## **Cultural safety**

The Australian Government has published the **Aged Care Diversity Framework** and a series of action plans to help the aged care sector to better cater for the diverse characteristics and life experiences of older Australians. The Framework and action plans were developed following extensive community consultations.

## [Shared actions to support all diverse older people: a guide for aged care providers](#)

14 FEB 2019

[Department of Health \(Australia\)](#)

[Department of Health \(Australia\)](#)

Australia is a diverse nation, and this is reflected in the diversity of religion, spirituality, sexuality, culture, socio-economic background, geographic spread, medical and care needs, and personal experiences of our senior population. The Australian Government is committed to ensuring that all consumers of aged care can access information, and receive aged care services, appropriate for their individual characteristics and life experiences. The Aged Care Diversity Framework (the Framework), launched in December 2017, is a key part of achieving this.

## [Actions to support lesbian, gay, bisexual, trans and gender diverse and intersex elders](#)

This document captures the voice of LGBTI people expressed through those consultations. It is intended both to help LGBTI people express their needs when speaking with aged care providers and as a resource to support people working in aged care to understand the perspectives of LGBTI people.

## [Actions to support older culturally and linguistically diverse people](#)

This document captures the voice of people from Culturally and Linguistically Diverse (CALD) backgrounds expressed through those consultations. It is intended both to help people from CALD backgrounds express their needs when speaking with aged care providers and as a resource to support people working in aged care to understand the perspectives of CALD people.

## [Difficult people / conversations](#)

### [Digesting Criticism: How to Process Difficult Information](#)

It's never easy to digest criticism – however, it is necessary. When we face criticism – constructive or otherwise – we must process it productively.

### [How to recognise and control a narcissist](#)

Ann Andrews shares 12 signs that you've just recruited or promoted a narcissist, and three ways to deal with it.

## [Engagement](#)

### [A small nudge to create stunning team results](#)

A recent workplace case showed how nudging can lead to big changes. [McKinsey consultants used nudges](#) to prime 150 decision-makers into developing creative ideas at an Australian conference.

Group One executives received a warm welcome: A blue paper “Hello!” greeting, the message of “We need your help” and a “Thank you” at the end. Offered tea and coffee, they were encouraged to offer drinks to others. And they were asked to use colored pencils to write ideas on Post-it notes.

Group Two executives received bureaucratic instructions, saying “Please adhere to these instructions during the session on ideation,” and “You should ensure you are properly hydrated during the session.” They were given white-lined paper to write ideas “clearly listed and numbered on the page.” They were served ice water.

The results: The positively primed Group One developed 70 completely new ideas, more than twice the 32 new ideas of Group Two, who mainly focused on structural or logistical improvements. A little nudge can go a long way!

## Emergency medicine

### Team improves emergency care for patients with chest pain

Emergency physicians at Kaiser Permanente hospitals in Southern California reduced hospital admissions and cardiac stress testing by using new criteria to assess the level of risk patients with chest pain have for subsequent cardiac events.

## Families

Kynoch K, Chang A, Coyer F, McArdle A. Developing a model of factors that influence meeting the needs of family with a relative in ICU. Int J Nurs Pract. 2019;25:e12693. <https://doi.org/10.1111/ijn.12693>

Background

Studies identify individual factors impact on the needs of family members with a relative in ICU. No studies have reported on relationships between these factors and/or the extent of influence of multiple factors on family needs.

Design

Observational, correlational, and predictive study design.

## Leadership

### The five key capabilities of effective leadership

Effective leaders know what their strong suit is and do not fall for the myth of the omniscient leader. They do not delude themselves into thinking that the success of the whole organisation solely rests on their shoulders.

## Listening

### Set the tone for active listening

Lead by example with active listening, which includes not interrupting, using positive body language and making eye contact, Lewis Robinson writes. "If you want listening to be a core principle of your business, spread the message companywide--through workshops or pamphlets," Robinson writes.

[Ragan](#) (2/8)

## Nurse-led/Nurse-managed services

### A Nurse-Driven Oral Care Protocol to Reduce Hospital-Acquired Pneumonia

Warren, Chastity, DNP, MSN/Ed, RN, CCRN-K; Medei, Mary Kathryn, BSN, RN, CMSRN; Wood, Brooke, BSN, RN, CMSRN; Schutte, Debra, PhD, RN  
AJN The American Journal of Nursing: [February 2019 - Volume 119 - Issue 2 - p 44-51](#)

Purpose: The purpose of this evidence-based quality improvement (QI) project was to implement an oral care protocol in the adult in-patient care areas of a level 1 trauma hospital and to evaluate its impact on the incidence of hospital-acquired pneumonia (HAP).

## Patient centred care

### Presentations and videos from Patient deterioration New Zealand: current state and future developments

Presentations and videos from the HQSC's two-day conference Patient deterioration New Zealand: current state and future developments are now available on our website

Andersen-Hollekim TE, Kvangarsnes M, Landstad BJ, Talseth-Palmer BA, Hole T. Patient participation in the clinical pathway—Nurses' perceptions of adults' involvement in haemodialysis. *Nursing Open*. 2019;00:1–9. <https://doi.org/10.1002/nop2.241>

To develop knowledge of nurses' perceptions of participation for patients treated with haemodialysis and their next of kin.

## Patient safety

### Hawke's Bay Hospital used inadequately sterilised surgical equipment

Officials at Hawke's Bay District Health Board say 55 patients may be affected by equipment that was not properly sterilised.

### 55 Hawke's Bay patients at risk of infection

Hawke's Bay district health board chair Kevin Atkinson says patients should be able to feel they're safe when undergoing surgical procedures in the region.

### Surgical sterilisation – Expert Reaction

The processes of sterilisation of equipment that is used in surgery usually involves manual inspection and hand washing of the instruments to remove any obvious adherent body fluids, such as small blood clots, followed by further cleaning in an automated machine. The final process when the equipment has hopefully had almost all adherent matter washed off, is for the equipment to be autoclaved, or processed in some other sterilising machinery. Sterilisation can fail if the equipment has not been adequately cleaned prior to sterilisation.

### Hospital sterilisation units are not audited by the Health Ministry but may be after Hawke's Bay incident

Sterilisation units in the nation's hospitals are not audited by the Health Ministry in the way other high-risk parts of DHB operations are, but this may change under a review that will take into account the incident in Hawke's Bay which saw non-sterilised equipment used on up to 55 patients.

### Interventions to reduce patient identification errors in the hospital setting

a systematic review protocol

De Rezende, Helena Aparecida<sup>1,2</sup>; Melleiro, Marta Maria<sup>2</sup>; Shimoda, Gilceria Tochika<sup>3,4</sup>

JBI Database of Systematic Reviews and Implementation Reports: [January 2019 - Volume 17 - Issue 1 - p 37–42](#)

Patient identification is considered as an important initial part of the care process in health institutions, as well as an essential safety resource and, if correctly performed and used, it assists in the prevention of errors and serious harm to patients.<sup>1,2</sup> Failures in patient identification have been recognized as the root cause of many problems. Moreover, misidentification can seriously affect the provision of health services, hence, additional efforts should be concentrated on reducing this significant source of preventable medical errors.<sup>3</sup> The Joint Commission on

Accreditation of Healthcare Organisations (JCAHO)<sup>4</sup> has listed improved patient identity accuracy as the first of its national patient safety objectives, introduced in 2003, to ensure patient safety, quality of services and accreditation of the health unit.

*This article is not freely available but may be located using the databases available to readers via a DHB or tertiary institute library or from the NZNO library*

Bowden V, Bradas C, McNett M. [Impact of level of nurse experience on falls in medical surgical units](#). *J Nurs Manag.* 2019;00:1–7. <https://doi.org/10.1111/jonm.12742>

To describe nurse-specific and patient risk factors present at the time of a patient fall on medical surgical units within an academic public health care system.

Background

The incidence of falls can be devastating for hospitalized patients and their families. Few studies have investigated how patient and nurse-specific factors can decrease the occurrence of falls in hospitals.

## Peer review

### Integrating Peer Review into Nursing Practice

Pinero, Maria; Bieler, Jennifer; Smithingell, Rochelle; More

*AJN The American Journal of Nursing.* 119(2):54-59, February 2019.

Clinical nurses develop a program to strengthen professional relationships and practice.

## Personal development

### Master These 15 Habits to Be Taken More Seriously at Work

Establishing your credibility takes time and effort. Here are 15 habits to master so your company and your colleagues will take you more seriously

## Research

Cowman, S. (2019), [Nursing research and patient care: A Case for the Bedside rather than the Bench](#). *J Nurs Manag.* Accepted Author Manuscript. doi:[10.1111/jonm.12755](https://doi.org/10.1111/jonm.12755)

In the nursing profession, there is very little agreement on how to develop nursing research in the clinical practice setting. This is unfortunate as the ultimate measure of any nursing development is its application to patient care. It is difficult to understand this indifference and uncertainty amongst nurses towards research, as all university schools of nursing offer teaching and examination on modules of nursing research at undergraduate and postgraduate education levels. Therefore, it should be the case that nurses have knowledge of research. Progress has been made, however, the challenge to the profession of nursing is, as it has always been, why is nursing research not more impactful, and why is it not integral to our patient care activities.

## Resilience

Babanataj R, Mazdarani S, Hesamzadeh A, Gorji MH, Cherati JY. [Resilience training: Effects on occupational stress and resilience of critical care nurses](#). Int J Nurs Pract. 2019;25:e12697. <https://doi.org/10.1111/ijn.12697>

Aim

Working as a nurse, by its nature, causes a high degree of stress. Nurses are exposed to the higher levels of occupational, physical, and mental stresses in critical care units than the nurses in other units of a hospital. The aim of this study was to determine the effect of training for resilience on the intensive care unit nurses' occupational stress and resilience level.

## Teamwork

[Never too busy to learn: how the modern team can learn together in the busy workplace](#)

“This publication explores how ‘invitational’ learning environments can be created in clinical settings and, in doing so, poses two key questions: How do we create learning opportunities in the clinical workplace? How do we maximise the impact of these opportunities?” *Source: Royal College of Physicians (UK)*

## Technology

[Texting Intervention Engages Patients After Joint Arthroplasty](#)

HealthDay News — A text-messaging (Short Message Service [SMS]) bot is effective for increasing patient engagement after primary total knee or hip arthroplasty, according to a study published in the Jan. 16 issue of The Journal of Bone & Joint Surgery.

[Measuring the Success of Clinical Apps in Patient Care](#)

Data from a pilot program presented at the American College of Cardiology Cardiovascular Summit taking place in Orlando, Florida, indicated that the use of clinician decision support tools in an outpatient setting can help educate and treat patients with stable ischemic heart disease successfully.

## Workforce and recruitment

[4 REASONS YOU ARE LOSING NURSES](#)

A new Press Ganey report sheds light on a study that was designed to identify trends of why nurses leave or stay in their positions.

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Orton, M. , Andersson, Å. , Wallin, L. , Forsman, H. and Eldh, A. C. (2019), **Nursing management matters for registered nurses with a PhD working in clinical practice**. J Nurs Manag. Accepted Author Manuscript. doi:[10.1111/jonm.12750](https://doi.org/10.1111/jonm.12750)

To investigate what registered nurses (RNs) with a PhD working in clinical practice experience in terms of their role, function and work context.

Background



Previous studies have shown that RNs with a graduate degree contribute to better and safer care for patients. However, little is known about what further academic schooling of RNs, at PhD level, means for clinical practice.

## Workload and staffing levels

*This article is not freely available but may be located using the databases available to readers via a DHB or tertiary institute library or from the NZNO library*

Wynendaele, H. , Willems, R. and Trybou, J. (2019), **Systematic review: association between the patient-nurse ratio and nurse outcomes in acute care hospitals**. J Nurs Manag. Accepted Author Manuscript. doi:[10.1111/jonm.12764](https://doi.org/10.1111/jonm.12764)

Aims

To evaluate and summarise current evidence on the relationship between the patient-nurse ratio staffing method and nurse employee outcomes.

Background

Evidence-based decision-making linking nurse staffing with staff-related outcomes is a much needed research area. Although multiple studies have investigated this phenomenon, the evidence is mixed and fragmented.

## Health, safety and wellbeing

### Top tips for back health for nurses

Nurses are typically considered to be the backbone of the healthcare system, yet 50% of nurses suffer a back injury within their first year of work. Nursing is a physically demanding job as you frequently spend time completing manual handling tasks such as lifting/moving patients and other heavy equipment. Nursing is the occupation that most prevalently suffers from back injuries, even more than the construction industry.

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It is provided on the first Friday of each month and contains an overview of news items, articles and research papers of interest to the Section members.

All links are current at the time of being compiled and distributed.

For feedback please contact your section administrator: [DianaG@nzno.org.nz](mailto:DianaG@nzno.org.nz)

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