**NZNO Nurse Managers New Zealand section monthly news bulletin
Friday 6 July 2018**

Consultation

NZNO is presently consulting with members on a range of issues. The full outline can be found at: **h**ttp://www.nzno.org.nz/get_involved/consultation

Living Standards Dashboard – Indicators of Living Standards and Intergenerational Wellbeing

NZNO welcomes your feedback on the proposed Living Standards "dashboard". This dashboard aims at assisting the Treasury to measure the living standards of New Zealanders and manage resources that contribute to their wellbeing, currently and in the future. We welcome your views on

- gaps in the indicators of living standards and intergenerational wellbeing, for example Māori perspectives and
- concepts the dashboard includes that you think are useful.

Please find the dashboard **in the report linked to here**:
Send feedback to marilyn.head@nzno.org.nz **by 24 July 2018**.

Alarm fatigue

4 ways nurses can fight alarm fatigue

The American Association of Critical Care Nurses recently released a practice alert to help hospitals manage the clinical alarms that notify providers when patients' conditions change.
Read more here

Bullying and violence

Seven tips to handle workplace bullying

As much as employees should be entitled to enjoy a workplace free from bullying and harassment, it's likely more common than you think. As an employer, what steps should be taken if you become aware of such allegations in your workplace?
Read more here

Copies of this article will be available via NZNO library service or any DHB or University library service readers have access to.

Taylor RA, Taylor SS. **Reframing and addressing horizontal violence as a workplace quality improvement concern**. Nurs Forum. 2018;1–7. https://doi.org/10.1111/nuf.12273

1 Aim

To reframe horizontal violence as a quality improvement concern.

2 Background

Although the number of studies exploring horizontal violence has increased, evidence supporting the effectiveness of current interventions is weak and the problem persists. Often framed as an individual or interpersonal issue, horizontal violence has been recognized as a complex phenomenon that can only be understood through an examination of social, individual and organizational factors. As such, interventions to address horizontal violence must be applied systemically and address contributions from all sources.

Communication (including workplace, team, and interprofessional)

Communication Skills for Nurses

For a nurse, the ability to communicate is a very important skill and a vital part of the job. Nurses speak to people of varying educational, cultural and social backgrounds and must do so in an effective, caring and professional manner – especially when communicating with patients and their family.

This article will address several aspects of communication to help you navigate and master each interaction you have in your day-to-day practice

Read more here

Confidence building

Dweck's Fixed and Growth Mindsets

Overcoming Obstacles and Recognizing Effort

Though seemingly set in stone, a fixed mindset can be changed.

Who comes to mind when you think of a successful, intelligent and talented person? Perhaps someone like American inventor Thomas Edison, whose improvements to the light bulb has made it a symbol for moments of brilliance?

Read more here

Conflict management

Keeping the peace: Conflict management strategies for nurse managers

Johansen, Mary L. PhD, RN, NE-BC

Nursing Management: February 2012 - Volume 43 - Issue 2 - p 50–54

Handling conflicts in an efficient and effective manner results in improved quality, patient safety, and staff morale, and limits work stress for the caregiver.[1]–[3] The nurse manager must approach this challenge thoughtfully because it involves working relationships that are critical for the unit to function effectively—the nurse and other members of the interdisciplinary healthcare team who must collaborate while navigating responsibilities and roles that often overlap. To handle situations of conflict, the nurse manager must have the skills to help effectively resolve them.

Effective resolution and management of a conflict requires clear communication and a level of understanding of the perceived areas of disagreement.[4] Conflict resolution is an essential element of a healthy work environment because a breakdown in communication and collaboration can lead to increased patient errors.[5,6] The American Association of Critical-

Care Nurses standards for healthy work environments recognize the importance of proficiency in communication skills and The Joint Commission's revised leadership standards place a mandate on healthcare leadership to manage disruptive behavior that can impact patient safety.7,8 Although effective conflict management skills have been identified as an essential competency for the professional RN to provide safe, quality care to patients, reports of workplace conflict continue to rise.9

Nursing leaders need to assess how nurses deal with conflict in the healthcare environment in an effort to develop and implement conflict management training and processes that can assist them in dealing with difficult situations. For this purpose, a case scenario that describes a common interpersonal conflict between nurses is presented. The setting for this exemplar is in the ED. (See Case scenario.) But first, let's look at definitions of conflict.

Read more here

Emergency planning

Under pressure: safely managing increased demand in emergency departments
"This report aims to contribute to the discussion about how those working in health and social care can come together in a more systemised way to encourage early and effective planning for not only winter pressures but for all periods of peak demand. All need to develop a shared understanding of what an effective escalation strategy looks like – and longer-term, how health and care providers and commissioners collaborate to meet the needs of their local populations, with a stronger focus on keeping people well and helping them stay out of hospital." Source: Care Quality

Read more here

Fear

Overcoming Fear of Failure
Facing Your Fear of Moving Forward
Overcome your fear of failure to keep moving forward to your goals.
Have you ever been so afraid of failing at something that you decided not to try it at all? Or has a fear of failure meant that, subconsciously, you undermined your own efforts to avoid the possibility of a larger failure?
Read more here

Leadership

The power of silence
Sometimes the best thing you can do for your team is keep your mouth shut and allow them to process their thoughts, writes Douglas Lang.
Read more here

How to Lead When You're Feeling Afraid
Here's the dilemma: The only way you can solve an impossible challenge is through innovation and experimentation. But fear blocks innovation and experimentation. Meanwhile Jeff — and his entire team — was terrified. They feared falling short of their goal and losing their bonuses. Ultimately, they feared losing their jobs.
Read more here

The impact of nurse managers' leadership styles on ward staff.
Saleh U[1], O'Connor T[2], Al-Subhi H[3], Alkattan R[4], Al-Harbi S[5], Patton D[6].

AIM:
to explore the nature of leadership styles used by the nursing management team, as perceived by nurses working at the bedside.

BACKGROUND:
leadership style is related to job satisfaction, staff retention, costs, and quality of care. The leadership styles of managers can be crucial in the healthcare setting, but very few studies have focused on them.

METHOD:
the study employed qualitative methodology, involving 35 nurses working in different specialties of a medical city in Saudi Arabia. Data collection consisted of completing demographic and professional information and a semi-structured interview using open-ended questions.

ANALYSIS:
a phenomenologic-hermeneutic approach was used to identify major themes.

RESULTS:
the findings showed that participants described four types of leadership styles: relational leadership, preferential leadership, communication chain leadership, and ineffectual leadership.

CONCLUSION:
the leadership style employed by nurse managers has a major impact on nurses' satisfaction, turnover, and the quality of patient care they deliver.

Management

So, you're the boss now
There is a lot to learn when you are newly promoted to a senior role. And a lot of that learning is learning about yourself.
Read more here

New staff
Engage new nurses with CARING
Vess, Kellee R., PhD, RN; Russell, Jeffrey A., PhD(c), MA
Nursing Management: July 2018 - Volume 49 - Issue 7 - p 14–20
Connecting current academic culture to the workplace begins by looking at our broader American culture, especially the American ideology of happiness. This culture is often influenced by consumerism and the desire for positivity and instant gratification.[1] The concern with this ideology is that it leads to a lack of imagination about potential setbacks, which results in a lack of effective coping mechanisms when an individual experiences loss or failure. This issue becomes even more important when dealing with the challenges of full-time employment and adapting to an ever-changing healthcare environment.
Read more here

Reflection

Journaling for Professional Development
Improving Yourself Through Reflection
Reflect on your thoughts, and learn from your mistakes, by keeping a journal.
Would you like to become a better communicator, to develop self-awareness, to build self-confidence, and to learn quickly from mistakes, via one simple, daily event? All of this – and more – is possible when you keep a journal.
Read more here

Research

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

Journal Clubs: Engaging Clinical Nurses and Midwives in Research
Alannah L. Cooper, BNurs (Hons), RN; Janie A. Brown, PhD, MEd, BN, RN
The Journal of Continuing Education in Nursing. 2018;49(3):141-144
It is essential that nurses and midwives can understand and critically evaluate research to ensure the delivery of high-quality evidence-based care. Journal clubs are an educational method that helps to develop research capacity and assist with bridging the gap between research and clinical practice. To maintain competence and remain current with the latest evidence, a commitment to continuing professional education is required. This article describes how a successful journal club led to clinical nurses identifying a gap in their own practice, which resulted in a research project being conducted by the members of the journal club.

Soft skills

Soft skills have never been so important
By 2020 creativity will be a fundamental skill for our future leaders. Storytellers will be the heroes and ideas will be a major currency in the future of work, writes Jane McCarroll.
Read more here

Stress management

Tips for emotional agility
Cox, Sharon, MSN, BSN
Nursing Management: July 2018 - Volume 49 - Issue 7 - p 56
Q My organization is in a highly competitive market and we're experiencing significant pressure on every front. I've never seen the stress levels higher as we all deal with fear and anxiety, and try to keep a decent attitude. My health is suffering and I find myself regressing into a controlling style that I don't like. Any suggestions before I start updating my résumé?
Read more here

News letters and reports

Top Tips for Improving Your Acute Demand Management
Acute care is urgent or unplanned health care that a person receives for an illness or injury. Acute care is time sensitive and can result in death or long-term disability if the person does not quickly receive the care they need.

As in other developed countries, the demands on New Zealand's acute care services are increasing due to our growing and ageing population, and long-term conditions like cardiovascular disease and diabetes. In addition, our workforce will continue to be stretched as many GPs and nurses retire over the next 10 years.

It is important that acute care services identify new ways of working to manage these greater demands effectively. We need to strengthen our ability to manage acute demand and deliver more planned care in the community, rather than unplanned care in hospitals.

This document is designed to identify gaps in local acute service delivery. It provides tips to implement strategies for teams, departments and organisations wanting to see improved practice and improved health outcomes for their patients.

It is relevant to a wide range of health professionals and groups including alliance leadership teams, service-level alliances, executive leaders, service managers, change managers and clinicians. It can be used in a wide range of health services including general practice, ambulance services, allied health, after-hours services, emergency departments and hospital services.

It is intended to be a living document. If you have feedback or initiatives that are working well in your district please send these through to acutetips@moh.govt.nz
Read more here

The above bulletin has been compiled by Linda Stopforth, SNIPS, on behalf of NZNO Nurse Managers New Zealand section.
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

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