NZNO Nurse Managers New Zealand section **monthly news bulletin**
Friday 2 August 2019

Nurse Managers New Zealand Conference
"Challenges of Our Time"

Dates: Thursday 7 to Friday 8 November 2019

Time: 8:30am - 5:00pm both days
Venue: Ellerslie Event Centre, Remuera, Auckland

Keynote Speaker: Nigel Latta - clinical psychologist and author
- [Download the Conference Flyer](#) (1496KB, PDF)
- [Click here](#) for the Draft Conference Programme (PDF, 2 Pages)

Registration Fees:
- $480 for Nurse Manager NZ Section Members

- $500 for NZNO Members

- $560 Non Members

Register Online Now

For more information contact Diana Geerling on diana.geerling@nzno.org.nz.

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](http://www.nzno.org.nz/get_involved/consultation)

Alcohol Advertising and Promotion Code – regular review
NZNO invites your views on the Alcohol Advertising and Promotion Code that the advertising industry are required to follow. This feedback will inform possible changes to this Code.

For example, in your opinion, does the Code do enough to:
- protect children and young people and other vulnerable audiences and

- ensure alcohol advertisements and promotions are targeted at adults and convey that a high standard of social responsibility is required.

Please see the draft code here:
https://www.asa.co.nz/codes/codes/advertising-standards-code/
Please send feedback to Jill.Wilkinson@nzno.org.nz **by 16 August, 2019.**
Posted in: [Consultations](#)

Inquiry into health inequities for Māori

NZNO invites your feedback on this inquiry which will focus on cancer care and explore barriers that Māori experience relating to prevention, screening, diagnosis, treatment, cures, and palliative care. The inquiry will focus on cancer care and explore barriers that Māori experience relating to prevention, screening, diagnosis, treatment, cures, and palliative care.

The terms of reference for this inquiry will focus on:

- collating existing statistics and evidence regarding Māori cancer health and identifying significant inequalities

- studying the higher incidence rate Māori experience with specific cancers compared to non-Māori

- identifying specific sets of issues experienced by Māori health service users

- investigating and critiquing the lower engagement rate for Māori with prevention, early detection, screening programmes, treatment, and medication

- looking at the role primary and health professionals play in improving cancer survival rates for Māori

- researching how to best design, develop, and roll-out an early detection and/or wellbeing programme

- identifying where whānau 'touch' the system to identify 'moments of impact' where bias (unconscious or deliberate) consistently occurs

- exploring a conceptual best practice whānau-centric model of cancer care.

For more details on the Inquiry please see the Māori Affairs Facebook page:
Please send feedback to Leanne.Manson@nzno.org.nz **by 13 September 2019**

Body language

How Toxic Is Your Body Language Exactly? Quite Toxic if You Do These 4 Things
Hint: Stop pointing your finger.
It's a sure bet that the next time you hold a meeting, make a sales presentation, or attend a networking event, you will send non-verbal communication signals to other people. It happens all the time, and most of us don't even notice it.

Bullying and workplace violence

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

Heckemann, B, Hahn, S, Halfens, RJG, Richter, D, Schols, JMGA. **Patient and visitor aggression in healthcare: A survey exploring organisational safety culture and team efficacy**. *J Nurs Manag*. 2019; 27: 1039–1046. https://doi.org/10.1111/jonm.12772
Aims
This study investigates nurse managers' perception of organisational safety culture and team efficacy in managing patient and visitor aggression, and determines the predictors of team efficacy.
Conclusions

A positive organisational safety culture leads to the perception that teams are more effective at managing patient and visitor aggression.

Implications for Nursing Management
Consideration of the physical environment and a positive shared organisational attitude regarding patient and visitor aggression are crucial for high team efficacy. General hospitals could benefit from approaches utilized in psychiatry to enhance staff efficacy in managing patient and visitor aggression.

Clinical judgement/pathways

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

Ruppel, H, Funk, M, Whittemore, R, Wung, S-F, Bonafide, CP, Powell Kennedy, H. **Critical care nurses' clinical reasoning about physiologic monitor alarm customisation: An interpretive descriptive study**. *J Clin Nurs*. 2019; 28: 3033–3041. https://doi.org/10.1111/jocn.14866

Abstract
Aims and objectives
To explore clinical reasoning about alarm customisation among nurses in intensive care units.
Background
Critical care nurses are responsible for detecting and rapidly acting upon changes in patients' clinical condition. Nurses use medical devices including bedside physiologic monitors to assist them in their practice. Customising alarm settings on these devices can help nurses better monitor their patients and reduce the number of clinically irrelevant alarms. As a result, customisation may also help address the problem of alarm fatigue. However, little is known about nurses' clinical reasoning with respect to customising physiologic monitor alarm settings

Compassion and empathy

Why compassion fatigue plagues nurses and how to help: Q&A with Jefferson College of Nursing's Dr. Catie Harris
Catie Harris, PhD, RN, associate professor in the graduate programs at Philadelphia-based Jefferson College of Nursing, discusses compassion fatigue, an often-ignored phenomena among nurses and caregivers who are on the front lines of trauma.

Culture change

Create a culture where it's safe to speak up
Leaders give team members the courage to speak their mind when they create a culture that does not tolerate bullying and removes barriers that keep people from performing at their best, write Karin Hurt and David Dye. "Lack of clarity, chaos, and poor decision-making sap people's courage," they write.
Let's Grow Leaders (7/11)

Difficult people / conversations

Tips for Working with Someone Who Always Thinks They're Right

A colleague who always thinks they're right can be extremely frustrating. There are a few ways to keep the relationship productive and professional. The next time you find yourself in a debate with this person, don't fight back — escalating an argument won't change their behavior. Instead, let the conversation come to an end, and then meet with your colleague after you've had some time to reflect. Explain how their actions make you feel. You might say: "When we're on different sides of an issue, you assert your views so strongly that I shut down. It would help me to know that you're hearing my views too, even if we don't agree." Managers should consider how company culture may be contributing to the problem. If your culture prizes certainty or is especially competitive, the person's behavior is probably to be expected. Help the team dynamic by asking everyone to come to discussions with both pros and cons about the topic. That will ensure no one can cling to one point of view

What to Do If You Have a Difficult Relationship With Your Manager

There are times when a difficult work situation with your manager can be helped through learning

DHB initiatives

Co-designing patient scheduling

A team at Kenepuru's inpatient rehabilitation unit recently completed a co-design project working with therapists, other clinical staff, patients, families and whānau to create a patient-centred bedside schedule and, ultimately, improve clinical outcomes in doing so.

Discharge management

Improving care quality for hospitalized socially at-risk patients

Nurses play a pivotal role in caring for hospitalized patients with social risk factors and preparing them for discharge. Now, a new study from the University of Pennsylvania School of Nursing (Penn Nursing) illustrates how certain health system constraints present barriers to effective care and impact outcomes for patients with high social risks.

Emergency medicine

Enhancing readiness and safety through emergency response training in hospital-based clinics

Kress, Terri L. MSN, RN, CEN; Conlin, Tiffany L. MSN, RN, CMSRN; Jackson, Joyce MSN, RN

Nursing2019: August 2019 - Volume 49 - Issue 8 - p 66–69

DOES YOUR hospital have an in-house outpatient hospital clinic? If so, who responds to medical emergencies? Does the staff receive any crisis training? Older patients with multiple comorbidities are at an increased risk for emergency events in outpatient clinics, and there is always a delay before well-trained emergency professionals arrive. Action taken during this time can contribute to improved patient outcomes. This article discusses the impact of emergency preparedness training on outpatient clinic staff in a large healthcare system.

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

Watkins, S, Murphy, F, Kennedy, C, Dewar, B, Graham, M. **Caring for an older person with dementia in the Emergency Department (ED): An Appreciative Inquiry exploring family member and ED nurse experiences**. J Clin Nurs. 2019; 28: 2801– 2812. https://doi.org/10.1111/jocn.14854

Aims and objectives
To generate insights about what matters and is valued by family members of older people with dementia in the emergency department. To explore the experiences of emergency nurses looking after older people with dementia in an episode of care.
Background
In the emergency department, older people with dementia are at risk of suboptimal care. Little is known of the experiences of family members of being with an older person with dementia in the emergency department or the experiences of emergency nurses looking after older people with dementia in this environment.

Evidence based practice

Renolen, Å, Hjälmhult, E, Høye, S, Danbolt, LJ, Kirkevold, M. **Evidence-based practice integration in hospital wards—The complexities and challenges in achieving evidence-based practice in clinical nursing**. *Nursing Open*. 2019; 6: 815– 823. https://doi.org/10.1002/nop2.259
Exploring the processes involved in two different strategies to integrate evidence-based practice into nursing practice.

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

Feedback

GIVING FEEDBACK
The Assumptions Employees Make When They Don't Get Feedback by Deborah Grayson Riegel
"If I'm not causing problems, I must be doing fine."

Fundamentals of care

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

Rey, S. , Voyer, P. , Bouchard, S. and Savoie, C. (2019), **Finding the fundamental needs behind resistance to care: using the Fundamentals of Care Practice Process.** J Clin Nurs. Accepted Author Manuscript. doi:10.1111/jocn.15010
A person living with Alzheimer's disease (**PA**) can experience difficulty during bodily care and therefore may show resistance to care behaviors (**RTCBs**). Nurses must take a clinical approach to planning care that meets the person's needs. Therefore, it is necessary to identify training strategies for bedside nurses and nursing students.
Aims
This article aims to describe and discuss how the FOC practice process (**FOC-PP**) can help nurses understand PAs who show RTCBs during bodily care.

Handover

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

Bressan, V, Cadorin, L, Pellegrinet, D, Bulfone, G, Stevanin, S, Palese, A. **Bedside shift handover implementation quantitative evidence: Findings from a scoping review**. *J Nurs Manag*. 2019; 27: 815– 832. https://doi.org/10.1111/jonm.12746
Aim
To map the research methods, frameworks, structures, processes and outcomes investigated to date when implementing nursing bedside shift reports (BSRs).
Background
BSRs have become an area of increased interest among nurse managers (NMs) with several projects aiming at implementing bedside reports also as a strategy to increase nursing surveillance and reduce adverse events. However, to date, no summary of the available evidence has been provided with regard to research methods, theoretical frameworks underpinning BSR implementation and outcomes aiming at supporting NM decision-making in this field.

Malfait, S, Eeckloo, K, Van Biesen, W, Van Hecke, A. **The effectiveness of bedside handovers: A multilevel, longitudinal study of effects on nurses and patients**. *J Adv Nurs*. 2019; 75: 1690– 1701. https://doi.org/10.1111/jan.13954
To investigate the effectiveness of bedside handovers. For nurses, effects on nurse–patient communication, individualized care, coordination of the care process, job satisfaction, intention to leave, patient participation and work interruptions were measured. For patients, effects on patient activation, individualized care and quality of care were measured.

Incivility

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

Razzi, CC, Bianchi, AL. **Incivility in nursing: Implementing a quality improvement program utilizing cognitive rehearsal training**. Nurs Forum. 2019; 1- 10. https://doi.org/10.1111/nuf.12366
Background
Workplace incivility can be a factor in unhealthy work environments. Addressing unit culture improves job satisfaction and organizational commitment.
Aim
The purpose of this quality improvement program was to educate nurses to identify and respond to hospital incivility.

Infection control / handwashing

Hand Hygiene New Zealand auditing manual (2019 edition)
This is a practical 'how to' guide to hand hygiene auditing as part of a quality improvement programme. It is primarily intended for inpatient settings such as district health boards and private surgical hospitals

Reducing the risk of surgical site infections in Australia
The 2019 edition of the *Australian Guidelines for the Prevention and Control of Infection in Healthcare* provide an opportunity to reduce SSIs.

High-level disinfection and sterilization
American nurse today
July 2019 Vol. 14 No. 7
Nurses should have reprocessing knowledge, training, and competency.

Leadership

9 Ideas to Help You Lead Effectively in Pressure Environments
1. Lead First with Respect
Treating everyone with respect in every encounter is the only silver-bullet in management and leadership. You'll slip and when you do, apologize and vow to yourself to do a better job.

Listening

Patient experience improves when nurses have good listening skills

A nurse-led qualitative study found patients who perceived that nurses listened to them were more likely to follow their care plans and were better able to make themselves comfortable after discharge. By helping nurses to develop listening skills, nurse leaders can improve the patient experience and improve survey scores as well, researcher Nancy Loos says.

HealthLeaders Media (6/28)

THE BIG MOUTH PROBLEM

You're less likely to say something stupid if you listen more and speak less. Leaders need big ears and small mouths.

Management

The Experience of Being a Millennial Nurse Manager

Saifman, Heather; Sherman, Rose O.

JONA: The Journal of Nursing Administration. 49(7/8):366-371, July/August 2019.

Objective

The aim of this study was to explore the experience of being a Millennial nurse manager with a goal to better understand the influence of organizational factors on role expectations, satisfaction, support, development, and intent to stay.

Background

Research on Millennial nurse leaders is scarce. Understanding the perception of these young managers is needed to create succession and retention planning that meets the needs of this generation of leaders.

Results

Millennial leaders have a unique perspective on role expectations and support variables. Seven themes of experience emerged: coming into the role , learning as I go , having the support of my director , making an impact , helping staff succeed , and managing change .

Conclusions

Opportunities to develop and retain Millennial leaders are shaped by understanding the support variables that are important to them.

Go to Full Text of this Article

Mentoring

The 5 types of mentors you need in your life

Here's how to assemble your personal dream team, with tips from business expert Anthony Tjan.

Missed Nursing care

Palese, A. , Bassi, E. , Tommasini, C. , Vesca, R. , Di Falco, A. , De Lucia, P. , Mulloni, G. , Paoletti, F. , Rissolo, R. , Sist, L. , Sanson, G. , Guardini, I. , Bressan, V. , Mesaglio, M. , Papastavrou, E. and Blackman, I. (2019), **Developing Policies and Actions in Response to Missed Nursing Care: A Consensus Process**. J Nurs Manag. Accepted Author Manuscript. doi:10.1111/jonm.12835
To support the development of appropriate policies and actions in the field of Missed Nursing Care (MNC).
Background
There has been an ever-growing international debate on MNC, interventions that nurses have identified as necessary for their patients, but which for various reasons they are unable to provide or are forced to delay. Despite MNC's relevance, its translation into policies and actions has not been documented to date.

Observation

Peet, J, Theobald, K, Douglas, C. **Strengthening nursing surveillance in general wards: A practice development approach**. J Clin Nurs. 2019; 28: 2924– 2933. https://doi.org/10.1111/jocn.14890
Aims and objectives
To explore the context and culture of nursing surveillance on an acute care ward.
Background
Prevention of patient deterioration is primarily a nursing responsibility in hospital. Registered nurses make judgements and act on emerging threats to patient safety through a process of nursing surveillance. Organisational factors that weaken nursing surveillance capacity on general wards increase the need for patient rescue at the end point of clinical deterioration with poorer outcomes. Yet little is known about cultures that enable and sustain ward nursing surveillance for patient safety.

Organ donation / transplants

Transplant tool a NZ first - HB DHB

Live donor kidney transplants are lifesaving but research shows a great number of New Zealanders needing a kidney find it hard to approach friends and family.

Just why that is and how to help patients through the process has occupied the mind of Hawke's Bay District Health Board Clinical Nurse Specialist Transplant Coordinator Merryn Jones for the five years she has worked in the field. Her work is achieving recognition; the latest the winning of the Birgit Munroe Memorial Scholarship

Patient safety

[Association of Nurse Engagement and Nurse Staffing on Patient Safety](#)
Brooks Carthon … et al
Journal of Nursing Care Quality: [January/March 2019 - Volume 34 - Issue 1 - p 40–46](#)
Background: Nurse engagement is a modifiable element of the work environment and has shown promise as a potential safety intervention.
Purpose: Our study examined the relationship between the level of engagement, staffing, and assessments of patient safety among nurses working in hospital settings.

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
Wailling, J, Robinson, B, Coombs, M. **Surveillance, anticipation and firefighting: Perspectives of patient safety from a New Zealand case study**. *J Nurs Manag*. 2019; 27: 939– 945. https://doi.org/10.1111/jonm.12732
This study explored how doctors, nurses and managers working in a New Zealand tertiary hospital understand patient safety.
Background
Despite health care systems implementing proven safety strategies from high reliability organisations, such as aviation and nuclear power, these have not been uniformly adopted by health care professionals with concerns raised about clinician engagement.

Peer review
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Mentoring Clinical Nurses Toward a Just CultureSuccessful Implementation of Nursing Peer Case Review
Korkis, Leah; Ternavan, Kimberly; Ladak, Anila; More
JONA: The Journal of Nursing Administration. 49(7/8):384-388, July/August 2019.
The nursing peer-review process is an effective and underutilized method to enhance nurse accountability and ownership of patient care and nursing practice. This article describes how 1 hospital created a clinical nurse–driven, nonpunitive, peer case review structure and mentorship processes. This innovative structure provides a framework to support nurses through shared governance and supports organizational efforts including Magnet® and Just Culture initiatives.

Presentation skills

Do a little dance to dispel speaking fears
Taking a few deep breaths, visualizing a good outcome and even executing a few dance moves before a presentation can help to dispel nervousness, writes Gabrielle

Dolan. Choosing appropriate clothing that makes you feel confident and comfortable can also boost your energy and ease your nerves, she writes.

Professionalism

Does long hair belong in a clinical setting?
Fernandez, Sheryl MSN, RN
Nursing2019: August 2019 - Volume 49 - Issue 8 - p 53–55

Abstract: Nurses wearing hair up and out of the face may be seen as outdated, but proponents say keeping hair up is an evidence-based practice that contributes to infection prevention and optimal patient outcomes. This article raises questions concerning hair restraint and infection control and explores the evidence.

Quiet time

Quiet Time Improves the Patient Experience
Hedges, Christine, PhD, RN, NE-BC; Hunt, Candice, MHA; Ball, Pamela, BSN, RN, NE-BC
Journal of Nursing Care Quality: July/September 2019 - Volume 34 - Issue 3 - p 197–202

Background: A quiet environment promotes rest and healing but is often challenging to provide in a busy acute care setting. Improving quiet in the hospital for designated hours improves patient satisfaction. Such efforts have typically been the primary responsibility of the nursing staff.

Relationship building

Connecting with patients can be crucial for new nurses
For many new nurses, the ability to find a connection with a patients can be crucial to building a sense of accomplishment and satisfaction with their careers, according to Heather Caramanzana, a researcher and nurse manager at Glen Cove Hospital in New York. Little things like taking a moment to ask about patient's photos or families can actually lead to greater job satisfaction as well as nurse retention, Caramanzana said.
HealthLeaders Media (7/19)

Shiftwork

Ose SO, Tjønnås MS, Kaspersen SL, et al
One-year trial of 12-hour shifts in a non-intensive care unit and an intensive care unit in a public hospital: a qualitative study of 24 nurses' experiences
BMJ Open 2019;9:e024292. doi: 10.1136/bmjopen-2018-024292

Objectives The aim of this study was to provide recommendations to hospital owners and employee unions about developing efficient, sustainable and safe work-hour agreements. Employees at two clinics of a hospital, one a non-intensive care and the

other a newborn intensive care unit (ICU), trialled 12-hour shifts on weekends for 1 year.
Methods We systematically recorded the experiences of 24 nurses' working 12-hour shifts, 16 in the medical unit and 8 in the ICU for 1 year. All were interviewed before, during and at the end of the trial period. The interview material was recorded, transcribed to text and coded systematically.

Sleep quality

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

Using a Sleep Protocol to Limit Sleep Interruptions on a Medical-Surgical Unit

Lampron, Shaun; Copeland, Donna
JONA: The Journal of Nursing Administration. 49(7/8):350-353, July/August 2019.
A quality improvement effort was designed to coordinate care in minimizing sleep interruptions to allow patients 6 or more hours of uninterrupted sleep. An interprofessional team developed a sleep protocol (HUSH) and coordinated care activities to reduce sleep interruptions on a 30-bed medical-surgical-telemetry unit. Changes in patient perceptions of noise and number of hours of restful sleep were compared before and after implementation. Results indicate a 9% improvement in quiet domain scores.

Supervision and Management

The Art of Clinical Supervision: strategies to assist with the delivery of student feedback
THE AUSTRALIAN JOURNAL OF ADVANCED NURSING
VOLUME 36 ISSUE 3
The Art of Clinical Supervision (ACS) seminar was developed to provide health professionals with the essential knowledge, skill and attitude to support student clinical learning. This paper provides an outline of the strategies provided to participants to support the delivery of feedback to students on clinical placement.
KEY WORDS: Clinical supervision, student nurse, clinical teaching, clinical feedback
Kylie Russell, PhD, MHSC(Ed), GCHRM, BN, RN, The University of Notre Dame, Australia, Western Australia
Download Article

Delineation of the Nursing Supervisor RoleA Pilot Study

Glasofer, Amy; Bertino Lapinsky, Anne
JONA: The Journal of Nursing Administration. 49(7/8):359-365, July/August 2019.
OBJECTIVE
The purpose of this study was to describe a sample of nursing supervisors and their work.
BACKGROUND
The role of the nursing supervisor is not well understood. The supervisor population is poorly defined, as are their ideal academic preparation and work activities.
METHODS
This study followed the American Nurses Credentialing Center® framework for role delineation studies. A convenience sample of 50 nursing supervisors from New

Jersey was recruited to complete an online survey including demographic data and prioritization of work activities.
RESULTS
Participants represented a homogeneous and aging workforce with diverse professional preparation. Exploratory factor analysis revealed 6 categories of nurse supervisor work including administrative presence, leadership liaison, patient safety and experience, patient care advocacy, throughput, and external response. Work activities were prioritized.
CONCLUSIONS
Nurse supervisors prioritized responding to emergencies above all other responsibilities. This study should be replicated in a nationwide sample of nurse supervisors.

Teamwork
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

Sandelin, A, Kalman, S, Gustafsson, BÅ. **Prerequisites for safe intraoperative nursing care and teamwork—Operating theatre nurses' perspectives: A qualitative interview study**. *J Clin Nurs*. 2019; 28: 2635–2643. https://doi.org/10.1111/jocn.14850
Aim
To describe operating theatre nurses' experience of preconditions for safe intraoperative nursing care and teamwork.
Background
Surgical interventions are often needed for patients' well-being and survival from health problems. Adequate information to professionals responsible within the surgical organisation is of importance for patient safety in connection to the surgery. The members in the surgical team need correct information about the patients' health and planned care. The information is mainly transferred by computerised systems that do not necessarily provide all information needed.

Trust

Build trust with your team by keeping your word
Keep your promises, ask others to hold you accountable and make time in your schedule for unexpected interruptions to build trust with your team, writes Jonathan Keyser. "The more your people can trust you regarding the little things, the more they will trust and follow you when it comes to the big things," he writes.
SmartBrief/Leadership (7/11)

Wellbeing

How nurses can recover after difficult shifts: 6 ideas
Nursing careers can cause stress and anxiety, especially after long or difficult shifts. *DailyNurse.com* offers these six strategies for recharging after a stressful day:

1. Debrief with colleagues to review what went well and what didn't. Sharing your struggles can also help you bond with others on the team.

For feedback please contact your section administrator: DianaG@nzno.org.nz

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