

**NZNO Nurse Managers New Zealand Section Monthly News Bulletin
Friday 1 November 2019**



Consultation

NZNO consults with members on a range of issues.
The full outline can be [found here](#)

Consultation on exploitation of temporary migrant workers

At issue is how to address the exploitation of temporary migrant workers (including international students) in NZ workplaces and make them less vulnerable to exploitation. [Read more](#)

Please send feedback to jill.wilkinson@nzno.org.nz by 20 November 2019.

Boundaries

The importance of boundary management

Hampton, Debra PhD, RN, CENP, NEA-BC, FACHE

Nursing Management. August 2019 - Volume 50 - Issue 8 - p 51–54

doi: 10.1097/01.NUMA.0000575308.00185.00

Nurse leaders at all levels encounter multiple roadblocks along the leadership pathway. For maximal effectiveness in leadership positions, we must be savvy in managing boundaries, including personal and professional boundaries. ... This article addresses boundary spanning leadership and management of professional boundaries. [Read more](#)

Bullying and workplace violence

5 Strategies to De-Escalate Patients and Avoid Workplace Violence

Violence in healthcare settings, particularly against nurses and nursing assistants, occurs at much higher rates than in other workplaces — and it's on the rise.

[Read more](#)

Communication

Top 10 Tips for Smart Email Communication

All of us experience the joy of email each and every week. Whether you're the master of your inbox or struggling to stay afloat, it's always helpful to learn from others. These ten reminders from *They Don't Teach Corporate in College* are important whether you are just starting out in the corporate world or you've been a resident for decades. [Read more](#)

Compassion and empathy

5 everyday exercises for building empathy

Empathy is like a muscle – use it or lose it. If Barack Obama, Bill Gates and Sheryl Sandberg can make time for reading fiction, what excuse do you have? [Read more](#)

The article below is not freely available but may be sourced from databases available via the NZNO library or those of a DHB or educational institution

Optimising compassionate nursing care at the end of life in hospital settings. Robinson, J, Moeke-Maxell, T, Parr, J, Slark, J, Black, S, Williams, L, Gott, M. J Clin Nurs. 2019; 00: 1– 9. <https://doi.org/10.1111/jocn.15050>

An urgent need to improve palliative care in hospital has been identified. Moreover, service users consistently report care delivered by nurses in hospital as lacking compassion. Compassion is a fundamental component of nursing care, and promoting compassionate care has been identified as a policy priority in many countries. To help address this within the hospital context, we recently completed research exploring bereaved family experiences of good end of life care in hospital. We found that family accounts of good care aligned with Nolan and Dewar's compassionate care framework and subsequently extended the framework to the bi-cultural context of Aotearoa, New Zealand.

Culture change

4 Simple, Low-Cost Team Exercises That Will Change Your Unit's Culture

Relationships and interpersonal communication are some of the biggest stressors in healthcare settings, where you rely on your colleagues so often and the stakes of errors can be sky-high. [Read more](#)

Decision making

Developing confident decision-makers

Drake, Kirsten. *Nursing Management*. September 2019 - Volume 50 - Issue 9 - p 56
doi: 10.1097/01.NUMA.0000578992.64245.47

Q I'm a new manager in a nondirect care area. Staff members frequently call me for guidance when a decision needs to be made, even after hours. What can I do to get them to make decisions on their own?

First, realize that your staff members don't know your style yet and you don't know theirs. Assess the situation to determine if the guidance being sought is to test your knowledge or whether staff members are fearful of making the wrong decision. There are several steps you can take to get your personal time back and develop your team. [Read more](#)

Empowerment

Psychological safety on the healthcare team

Pfeifer, Lauren E. MSN, RN; Vessey, Judith A. PhD, MBA, FAAN
Nursing Management. August 2019 - Volume 50 - Issue 8 - p 32–38
doi: 10.1097/01.NUMA.0000558490.12760.08

Have you ever been in a meeting and felt nervous to raise your hand? Have you ever been afraid of being perceived as incompetent by asking a question or voicing an opinion in the workplace? Have you ever wished you worked in an environment where you felt both encouraged and expected to share your thoughts, concerns, and questions? If so, you aren't alone. Current research shows that many nurses are afraid to ask questions or seek clarification for clinical issues due to past experiences of intimidation.[1-3](#) In addition, many healthcare professionals work in environments where they don't feel psychologically safe or empowered to pose new ideas, ask for help, or voice concerns.[4,5](#) [Read more](#)

Feedback

Designing Constructive Feedback Discussions for Success

No wonder managers struggle with feedback. This seemingly simple communication and performance development tool is surprisingly challenging to get right. In my experience teaching and helping many managers and executives with feedback, I've observed success when they think of and plan for these discussions as a function of four distinct processes: design, delivery, management, and reinforcement. Here's an overview of these processes and some guidance to use for future constructive feedback discussions at work. [Read more](#)

Handover

5 tips to a good clinical handover

Handover is one of the most essential tools in updating colleagues of a patient's current health status and treatment plan. [Read more](#)

Intergenerational workplaces

What are Gen Z nurses seeking?

A new study examines the work values of Generation Z nurses. These nurses, 25 and under, are now entering the workforce, bringing innovative ideas and expectations about what it means to work with them in the healthcare field. The researchers behind the study aim to understand what these values are.

[Read more](#)

Leadership

QUIET POWER: Why outspoken leaders are not necessarily the best

How would our leadership appointments change if we looked for competence, humility and courage, before judging on how confident someone appears?

[Read more](#)

Tips to pursuing nursing leadership

Nursing leadership is a unique role in the nursing profession. I have had many co-workers move into leadership, and I had the pleasure of examining the transition and requirements. If you want to pursue nursing leadership, I recommend you cultivate your critical thinking skills, conduct the proper research regarding your role in conjunction with employee needs and, evaluate the environment for emergent issues. [Read more](#)

Dressed to thrill: The importance of looking like a leader

In the battle to win a promotion, how you appear to others can be the tipping point says **Carol Kinsey Goman*** who has some advice on how simple 'presence' can help win people over. [Read more](#)

Leadership challenge: The role of timing in work and life

How to create the conditions for career success when life throws you a curve ball

Takeaways:

Timing plays a more significant role in work and life than we sometimes acknowledge.

Life sometimes throws us curveballs that force us to re-examine our career trajectories.

Leaders must know when the timing is right for their leadership and when it might not be. [Read more](#)

A Leadership Case—Mistake or a Lack of Discipline? What Would You Do?

In his book, *Call Sign Chaos*, former General Jim Mattis offers: “There’s a profound difference between a mistake and a lack of discipline. Mistakes are made when you’re trying to carry out commander’s intent, and you screw up in the pressure of the moment.” He goes on to suggest that mistakes are “a bridge to learning how to do things right.”

Mistakes merit a second chance. Alternatively, a lack of discipline in the military is an offense that merits court-martial, dismissal, or worse. [Read more](#)

Mentoring

Mentoring millennials for nursing leadership

Bittner, Aubrey MSN, RN

Nursing2019: October 2019 - Volume 49 - Issue 10 - p 53–56

doi: 10.1097/01.NURSE.0000580656.81188.ee

Abstract: As baby boomers continue to retire and millennials become the leading generation in the nursing workforce, nurse leaders must promote professional development and leadership opportunities for millennials moving forward. This article describes challenges and opportunities across the multigenerational nursing workforce along with suggestions on how to remove barriers and align with millennial nurses to provide meaningful mentorship and promote understanding and a positive work environment. [Read more](#)

Mindfulness

Six Tips for Workplace Mindfulness

We’ve all felt overwhelmed during a hectic workday, particularly in our age of constant connectivity. In fact, 40% of workers report their job is “very” or “extremely” stressful. During moments when we must contend with high demand and tight deadlines, quality can be sacrificed in the name of efficiency, creating a lose-lose situation for businesses and employees. Active mindfulness may just be the solution to work-related anxieties and higher quality output that many are seeking.

[Read more](#)

Nurse-led/Nurse-managed services

Nurse led follow-up care helps patients with lung cancer, increases clinic efficiency

The presence of the specialist nurse within thoracic surgical centers in the United Kingdom increased clinic capacity and efficiency, reduced waiting time for appointments, promoted junior medical training and ensured continuity of care for the patients, according to an analysis reported today by Jenny Mitchell from Oxford University Hospitals NHS Foundation Trust, in Oxford, United Kingdom.

[Read more](#)

Patient safety

Does simulation training improve safety outcomes?

A new study showcases the potential connection between simulation training for acute care nurses and its role in improving patient safety outcomes. [Read more](#)

Five Steps to Create a Culture Where Staff Feel Comfortable Reporting Mistakes, Unsafe Conditions

How often do you make a mistake or do you see a colleague do the same? And when such incidents happen, do you tell your superiors?

It's safe to say roughly half of health care settings have not established a safe reporting culture for employees. According to U.S. Agency for Healthcare Research and Quality's 2018 Patient Safety Surveys, 47 percent of HCPs and staff feel like unsafe event reports are held against them, 50 percent remark that after an event is reported, it feels like the person is being written up, not the problem. [Read more](#)

Project management

An introduction to project management

Guanci, Gen MEd, RN-BC, CCRN-K; Bjork, Chris PMP. *Nursing Management*. October 2019 - Volume 50 - Issue 10 - p 20–26

doi: 10.1097/01.NUMA.0000580584.07510.9b

In this article, we provide an overview of the formal project management process, with tips you can apply. [Read more](#)

Role transitions

Navigating a role transition

How to use your nursing leadership skills in a new career chapter

Kiper, Valerie DNP, MSN, RN, NE-BC. *Nursing Management*: September 2019 - Volume 50 - Issue 9 - p 49–52 doi: 10.1097/01.NUMA.0000579036.86223.bb

You've worked long hours with resolve and intent, forging a career path to become a valued nurse leader in your organization. You've stayed focused on achieving higher education, obtaining advanced leadership training, and succeeding in each role, attaining success at every step. However, in today's changing healthcare environment, you may find yourself faced with a new challenge: changing your career course. You may be in a situation where you're asked to prematurely retire on a timeline different than you planned or you may wish to make a career switch because of life changes. As you consider a career transition from your current leadership position, many questions, uncertainties, and personal dilemmas may arise. This article highlights some of the major considerations that nurse leaders at any level may face during a change in roles, as well as strategies to help navigate a career transition. (See Strategies to consider.) [Read more](#)

Rounding

Is intentional rounding effective?

A recent study from the National Institute for Health Research focuses on intentional rounding in hospitals to understand its efficacy for patients and healthcare providers.

[Read more](#)

Staff development

Fewer answers, more questions: Developing your talent pool at all levels

A recent Harvard Business Review article in its Spotlight Series, "Educating the Next Generation of Leaders," highlights the critical issue of people development at a time when organizations are increasingly struggling to find great talent. [Read more](#)

Stress management

Feel like you're about to lose it? It could be a good time for a Meta-Moment

When we're overwhelmed by emotions, we're usually not our best selves. We may blow up, say hurtful things or burst into tears. But what if we had a tool we could use to turn down the temperature at those times? Psychologist Marc Brackett has a helpful strategy. [Read more](#)

Technology

The article below is not freely available but may be sourced from databases available via the NZNO library or those of a DHB or educational institution

The Role of Nurse Managers in the Adoption of Health Information Technology Findings From a Qualitative Study

Strudwick, Gillian ... et al. *JONA: The Journal of Nursing Administration*: November 2019 - Volume 49 - Issue 11 - p 549–555. doi: 10.1097/NNA.0000000000000810

OBJECTIVE This study aims to investigate the role of nurse managers in supporting point-of-care nurses' health information technology (IT) use and identify strategies employed by nurse managers to improve adoption, while also gathering point-of-care nurses' perceptions of these strategies.

BACKGROUND Nurse managers are essential in facilitating point-of-care nurses' use of health IT; however, the underlying phenomenon for this facilitation remains unreported.

Trust

3 ways to widen your circle of trust

Leaders should go first in offering trust even as they must be thoughtful and watchful about to whom trust is extended and expanded, writes Randy Conley, trust practice leader at The Ken Blanchard Cos. "People display their trustworthiness in four primary areas: competence, character, care and consistency," he argues.

[Read more](#)

How to Respond When Someone Violates Your Trust

I'm an advocate of leaders practicing *Swift Trust* in the workplace. Instead of requiring team members or colleagues to perform an elongated walk-on-hot-coals to prove they are trustworthy, make "*I trust you*" your default mode from minute one.

[Read more](#)

5 Ways You Undermine Trust in Your Leadership

For leaders, trust is a must. It's the critical foundation for creating an environment where your team members can flourish, be engaged, and exercise their creativity and innovation to achieve their goals and those of the organization. Trust is the connective tissue in relationships and organizations, and it allows us to collaborate and achieve more together than we would independently. [Read more](#)

Wellbeing

Seven steps to secure mental well-being in the workplace

As mental health resources across the country are set to receive a boost in government funding, business leaders have an important role in supporting the mental health of their workforce. Here are some steps that will help leaders understand and support mental health. [Read more](#)

Health, safety and wellbeing

Six Tips for Workplace Mindfulness

We've all felt overwhelmed during a hectic workday, particularly in our age of constant connectivity. In fact, 40% of workers report their job is "very" or "extremely" stressful. During moments when we must contend with high demand and tight deadlines, quality can be sacrificed in the name of efficiency, creating a lose-lose situation for businesses and employees. Active mindfulness may just be the solution to work-related anxieties and higher quality output that many are seeking.

[Read more](#)

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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.

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