



COLLEGE OF AIR AND SURFACE TRANSPORT NURSES

STANDARDS of PRACTICE

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College of Air and Surface Transport Nurses



NEW ZEALAND
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INTRODUCTION

The College of Air and Surface Transport Nurses (COASTN) is a special interest section of the New Zealand Nurses Organisation (NZNO), for nurses working or interested in the aviation environment/ inter-hospital transport.

Ko Te Tiriti o Waitangi Te Tuhinga Motuhake o Aotearoa. Tautokoana e nga Neehi Whakahaere o Aotearoa me Te Runanga Neehi Maori o Aotearoa hoki, I tenei tuhinga Motuhake, a, ka whakanui ka whakapiki hoki tatou kia rite te tunga o te tangata whenua me nga Neehi Whakahaere o Aotearoa.

The Te Tiriti o Waitangi (Treaty of Waitangi) is the founding document of Aotearoa/New Zealand. The New Zealand Nurse's Organisation and Te Runanga o Aotearoa acknowledges the great importance of the living document, and will continue to respect and promote the equal standing of tangata whenua and N.Z.N.O.

These standards represent the views of COASTN on what constitutes the requirements for the delivery of safe and effective transport nursing services. Transport nurses must extend the principles of novice through to expert nursing practice into the aviation environment, while recognising that the provision of competent transport nurse practice requires a sound knowledge and understanding of the physiological effects of altitude and the aviation environment as a workplace.

The Standards of Practice for Transport Nurses are based on the generic NZNO Standards of Practice (2003) and are to be read in conjunction with them. They are also to be taken with consideration of the updated AIA (Aviation Industry Association) standards; NZ Ambulance Standards – 8156 and ASA (Aeromedical Society of Australasia) standards. The development of these flight-nursing standards is intended as a framework and a basis from which each flight program can continue to develop protocols and policies specific to flight nurses and their patient needs.

Guidelines for auditing the standards are included and can assist in measuring actual performance against the standards.

It is intended that these standards will be reviewed by COASTN and NZNO every 3-5 years.



COLLEGE OF AIR AND SURFACE TRANSPORT NURSES

Transport Nursing provides specialized care to neonates, children, adults and their whanau and promotes optimal health outcomes. Transport Nurses deliver specialized nursing care in the unique area of flight nursing.

Breadth of Practice

The articles of Te Tiriti O Waitangi/ The Treaty of Waitangi, Kawanatanga/governance, Rangatiratanga/self determination, Oritetanga/equity and Wairuatanga/spiritual freedom are reflected in the breadth of transport nursing practice.

Flight nurses recognise and respond to altered physiology at altitude and aim to advance and apply the principles of aviation occupational health and safety. The breadth of practice for flight nurses is embodied throughout the COASTN Standards for Flight Nursing Practice document.

Objectives:

1. To promote minimum standards of patient care in the aero medical setting.
2. To develop minimum training standards for flight nurses.
3. To promote the delivery of quality care to patients/whanau throughout the transport process.
4. To share transport nursing knowledge nationally through a variety of media, eg conferences, websites etc
5. To develop and promote optimum working conditions and safety for all transport nurses.
6. To promote and support continuing nursing education for all transport nurses.
7. To promote official representation for transport nurses at local, national and international level.

POSITION STATEMENTS

The College of Air and Surface Transport Nurses holds with NZNO policy to promote a healthy workplace and staff throughout all areas including the aero medical environment.

1. **Fit to fly**

In New Zealand flight nurses face unique challenges. These include, but are not limited to, their flight nursing commitments, experiencing multiple or prolonged transfers within a shift, exposure to different flight modalities, exposure to physiological and mental stressors of flight nursing and working autonomously in a compromised environment. This is in conjunction with meeting the work commitments of their ground-based job. These factors place high demands both physical and mental on staff wellbeing with the resultant effect of fitness and health for transport nurses being undermined.

Managers need assurance that, as a sole practitioner in a difficult environment, the transport nurse is fully fit to attend and respond to high risk or acute need patients and that decision making processes during transport are safe and accountable.

To determine 'fit to fly' for Flight Nurses the College of Air and Surface Transport Nurses recommends that all flight nurses participate in a yearly or two yearly health check to ensure that they are physically able to cope with the demands of the aero medical environment. This may be provided by the employer if that is an option or through a private provider.

2. **Safe to Fly**

Air ambulance requirements in New Zealand may require flight nurses to fly several legs in one mission or to undertake multiple missions in one day. Actual or potential adverse events, high acuity patients and long hours in the aeromedical environment may place flight nurses under high stress limiting their ability to maintain clinical safety when transporting patients by air ambulance.

To achieve staff and patient safety in flight the College of Air and Surface Transport Nurses recommends robust debriefing policies and support resources for staff, provision of a supportive environment in the event of a potential actual/adverse event and the right of a transport nurse to refuse to carry a patient that they feel is beyond their clinical expertise. Transport nurses must also be supported to determine self fitness if proceeding on multiple missions and step down if necessary. They must also have access to and support to use an accepted Event Reporting System within their organisation.

Ongoing education and professional development is planned and implemented for transport nurses in a clearly defined programme. This should include but is not limited to the introduction to new technology, resources and equipment and new standards in the aero medical industry.

STANDARD ONE

Transport Nurses are accountable for their practice.

PROCESS

Transport Nurses will:

- 1.1 Work within their breadth of practice based on current nursing education, management and research knowledge, judgment, experience and competence.
- 1.2 Practice according to authorised ethical codes including NZNO Code of Ethics, the Privacy Act (1993) and the Code of Health and Disability Services Consumer Rights (1996).
- 1.3 Address ethical problems using an appropriate ethical framework e.g. NZNO resource: How to Resolve Difficult Professional/Ethical Issues
- 1.4 Practice within relevant legislation e.g. Health Practitioner's Competence Assurance Act (2003) , Medicines Act(1981) & Medicines Regulations (1984) Civil Aviation Act (1990) and pursuant (CAA) Rules and Regulations, Ambulance NZ 1.0:2011 and NZS8156:2008.
- 1.5 Actively promote professional transport nursing by presenting a positive nursing image and participating in professional debate.
- 1.6 Participate in the formation and use of professional, organisational and workplace guidelines e.g. position descriptions, practice protocols, professional standards.
- 1.7 Practice is planned, documented and research based.
- 1.8 Maintain an up to date knowledge base through on-going education with regard to the area of specialty relevant to their particular transport-nursing role and integrate this knowledge with clinical management.
- 1.9 Have a level of nursing education, knowledge, experience and skills sufficient to safely care for any individual patient within the breadth of his/ her practice.
1. 10 Prior to undertaking independent transfers the flight nurse should complete a training program specific to aviation nursing. Introduction and orientation programmes should include but are not limited to:
 - Aviation physiology and the stresses of flight

- Aircraft orientation and safety
 - In-flight emergencies, both medical and aircraft related
 - Risk management,
 - Communications
 - Equipment familiarity
 - Relevant policies and procedures
 - Crew Resource management
 - Human Factors
- 1.11 Use professional and organisational guidelines that are readily available and regularly reviewed to maintain relevance.
- 1.12 Practice within scope of practice as per Nursing Council of NZ.1.13 Practice according to NZNO statements on Ethics of Nursing Research and the research policies of the employing institution/company.
- 1.14 Research undertaken by transport nurses should be ethically sound, supervised and reviewed by the appropriate ethics committee/academic institution.
- 1.15 Encourage research findings to be accessible to colleagues by such means as presentations at conferences and publishing in journals.
- 1.16 Articulate their practice based on the best available evidence.

OUTCOMES

- Te Tiriti o Waitangi is implemented in Transport Nursing practice
- Transport nursing practice is clinically and culturally safe, ethical, legal, and effective and research based and responds to the holistic changing health needs of patients and their whanau in the aviation environment.
- Individual rights are protected and enhanced.
- Ethical problems are addressed.
- The changing needs and expectations of the Tangata Whenua and the community are taken into account in the planning of transport nursing practice strategies and service delivery.
- Transport nursing's contribution within the community is visible, appropriate and acceptable.
- The image and strength of transport nursing is enhanced.

- Nursing research is recognised and taken into account in transport nursing practice.
- Ongoing evaluation is integral in Transport Nursing practice.

EVALUATION GUIDELINES

- Transport nurses hold a current practicing certificate.
- Transport nurses monitor and report and participate in review of incidents.
- Flight nurses will hold an annual (approximately every two years) certificate of health endorsing 'fitness to fly'
- Statutory requirements are met.
- Flight nursing standards and practice protocols are available, accessible and acceptable to both Flight Nurses and employers and are applied within the working environment.
- Transport nurses demonstrate responsiveness to consumer feedback.
- Ongoing evaluation of care and resulting changes are evident.
- Evidence of use of nursing ethical framework.
- Audit of current nursing knowledge e.g. peer review, clinical supervisor and preceptorship system.
- Competency based certification e.g. CPR and advanced life support, IV Certification.
- Evidence of research in practice.
- Nurses reflect and evaluate practice in both formal and informal ways.

STANDARD TWO

Within their breadth of practice, transport nurses are responsible for the safety and wellbeing of their patients.

PROCESS

Flight Nurses will:

- 2.1 Apply current nursing research based knowledge, using a documented systematic approach to meet holistic needs of patients and whanau.
- 2.2 Assess current patient management, condition, history, medications, laboratory results and radiological data if available, prior to transport.
- 2.3 Identify risks; develop and facilitate risk management strategies; taking into account assessment of the patient, continuity of care and the unique features of the aviation environment e.g. altered physiology at altitude.
- 2.4 Be involved in the development and implementation of a risk management program with mechanisms for identifying, reporting and managing incidents in the aviation environment.
- 2.5.1 Demonstrate competency in clinical and technical skills and will systematically evaluate, and continually reassess the efficiency and outcomes of interventions throughout the transport process.
- 2.6 Demonstrate respect for spiritual beliefs and values of colleagues and patients and their whanau.
- 2.7 Demonstrate respect and support cultural and traditional values of the patient and whanau and colleagues, maintain communication and encourage participation in the care planning.
- 2.8 Ensure documentation is comprehensive, regular, relevant, accessible and retrievable and should reflect assessment, intervention and evaluation (responses to intervention).
- 2.9 Ensure a complete written and verbal handover occurs from registered nurse to registered nurse, whenever the caregivers change.
- 2.11 Demonstrate specific knowledge of the aviation environment and its effect on both patients and crew members.
- 2.12 Participate in the development and implementation of standards of flight nursing practice and quality assurance activities.

- 2.13 In collaboration with the pilot(s) and crew, share the responsibility for maintaining a safe environment for self, patient, colleagues and others including the issue of who may or may not accompany the patient.
- 2.14 Act as an advocate for the patient and will refuse to accept risks that may compromise the safety of the patient or others e.g. concerns due to weather conditions, unrestrained combative patient, equipment or vehicle problems or inadequate skill mix of the flight team.
- 2.15 Respect a patient's right to choose whether or not to participate in a transport that may involve a degree of risk (of which the client is fully informed) and take steps to minimise the risk.
- 2.16 Develop and implement a safety training program, in accordance with their Aeromedical organisations policies and procedures. The program will include but is not limited to:
- Aircraft emergency equipment and evacuation procedures
 - External safety - loading and unloading, correct aircraft approach, dangers around aircraft
 - Internal familiarization and safety e.g. use of suitable restraints for patient, passengers, crew and equipment
 - Pre flight briefings
 - Dangerous goods briefing
 - Use of equipment and communication systems on board
 - Relevant and effective inter-crew communication sharing including hazard recognition
 - Infection control in the aero medical environment
 - Maintain optimal monitoring appropriate to the patient's condition throughout the flight
 - Suitable clothing and protection for self and patient
 - Be able to manage in-flight and onboard emergencies and take appropriate actions e.g. depressurization, engine fire, smoke in cabin, unscheduled landing, undercarriage failure, weather phenomena, etc
 - Airport security
 - Introduction to survival skills applicable to the terrain covered
 - Relevant sections of Civil Aviation Authority (CAA) Rules and Regulations and the Ambulance New Zealand Standards and Standards NZS 8156:2008

- 2.17 Maintain current knowledge in ongoing development of flight nursing curricula. Update safety education annually and validate competency through professional certification.
- 2.18 Ensure that duty schedules for flight nurses are structured to avoid undue fatigue that could impair judgment during the transport process.
- 2.19 Meet physical expectations, which enhance their ability to perform tasks and functions specific to the role of flight nursing.

Including:

- Physically capable of evacuating a patient from the aircraft
- Possess physical and environmental endurance
- Physically able to fit in crew seats and standard restraint systems

OUTCOMES

- Te Tiriti o Waitangi is reflected in Transport Nursing practice
- Flight nursing practice protects the patient, whanau, pilots and crew from physical and psychological harm, minimising avoidable risk
- Flight nursing practice is appropriate and acceptable to identified patient and whanau needs
- Patient's/whanau decisions and choices are respected and validated
- Flight nursing practice recognizes and respects the cultural, spiritual and emotional well being of the patient and whanau

EVALUATION GUIDELINES

- Evidence of specific practice guidelines is present to ensure adequate assessment and delivery of care
- Evidence of nurse participation in the development and implementation of risk management programmes
- Flight Nurses audit risk management programmes and demonstrate improvements in care delivery
- Evidence of regular participation in aviation safety training
- Patient feedback supports that flight nurses recognize, respect and practice in a culturally, emotionally and spiritually safe manner, facilitating the options and choices of the patient/whanau
- Audit shows flight nurses participate in quality assurance programs
- Regular audits of environmental safety are carried out

- Flight nurses will hold a certificate of fitness to fly from a registered aviation medicine specialist, if requested to do so by the employer
- In the event of an unexpected illness or accident that impedes a Flight nurses ability to perform safely in the Aeromedical environment the flight nurse will provide a certificate of fitness to fly from a registered aviation medicine specialist, if requested to do so by the employer
- Evidence that the practice environment is safe in relation to privacy, equipment and resources

STANDARD THREE

Transport Nurses are responsible for entering into and maintaining a professional relationship with patients, whanau, community, colleagues and employers.

PROCESS

Flight Nurses will:

- 3.1 Work in partnership with tangata whenua (Maori) to ensure Matauranga (Maori ways of knowing), Maori research methods, beliefs and values are upheld.
- 3.2 Use expertise and a specialized expression of caring unique to transport nursing and within the context of the situation to deliver relevant information in all interactions with patients/whanau.
- 3.3 Use an appropriate nursing framework to assess and determine patient health status and the outcomes of nursing intervention and documentation appropriately.
- 3.4 Actively communicate and consult with the patient and their whanau in the planning and delivery of nursing care.
- 3.5 Enter into and maintain partnerships with colleagues and employers to ensure best practice standards are met and maintained by actively sharing and promoting their knowledge and skills
- 3.6 Develop a rapport to negotiate relationship/partnership in the delivery of transport nursing care.
- 3.7 Develop and maintain professional and collegial links.
- 3.8 Participate in the assessment of transport needs and status, and have a responsibility to inform and educate health management and the community.
- 3.9 Participate in decision-making regarding health care delivery.
- 3.10 Advocate for optimal health care for patient/ whanau/ community/ colleagues and employers.
- 3.11 Listen, discuss and educate to enable colleagues/patients/whanau and community to make informed choices which enable informed consent.

- 3.12 Actively seek and utilize knowledge and skills from colleagues both within the healthcare profession and from other areas of expertise e.g. the aviation industry.
- 3.13 Consult and lobby at local and national level, developing policies and guidelines for issues impacting on the transport of patients and their whanau.
- 3.14 Maintain the role of advocate for the patient and whanau in matters of research.
- 3.15 Communicate and consult with patients, whanau, colleagues and employers, in identifying and developing topics for nursing research.
- 3.16 Monitor and audits the standard of nursing care delivered and if necessary facilitates changes.
- 3.17 When assisting with clinical research will be adequately informed regarding the justification, objectives and design of the research study.
- 3.18 Will participate in the dissemination of current innovations and research findings relevant to neonatal practice to colleagues, employer and community.

OUTCOMES

- Te Tiriti o Waitangi will be reflected in nursing relationships/partnerships
- Relationships/partnerships reflect effective communication
- Patients, whanau and the community benefit from flight nursing experience and the specialized expression of caring
- Flight nursing practice develops within the context of a negotiated relationship with whanau/patients, community and employer
- Flight nurses work within a multidisciplinary team to provide quality care for patients/whanau, within the breadth of their practice
- Flight nurses participate in the planning, implementation and evaluation of health services in partnership with patients/whanau/community/colleagues and employers

EVALUATION GUIDELINES

- Demonstrates integration of the articles of Te Tiriti o Waitangi into professional development
- Flight Nurses are responsible for entering into and maintaining a partnership with the patient, whanau and family, the community, their colleagues and employers

- Nursing records/research demonstrates the use of an appropriate nursing framework and patient/whanau involvement in the planning, delivery and evaluation of care
- Audit of interactions with the patient/whanau, colleagues and the health/flight care teams
- Evidence of patient feedback on the quality of nurse/family relationships
- Evidence of flight nursing representation on relevant health planning committees
- Evidence of nurse led and provided health promotion programmes
- Assessment of consistency of information and education to families
- Evidence of regular nursing performance appraisal and reviews

STANDARD FOUR

Transport Nurses are committed to nursing professional development.

PROCESS

Transport Nurses will:

- 4.1 Within their breadth of practice, reflect directly the impact of Te Tiriti o Waitangi on the health outcomes of Tangata Whenua (Maori).
- 4.2 Ensure that education pertaining to Maori knowledge is delivered appropriately in consultation with tangata whenua (Maori).
- 4.3 Invest time, effort and other resources into maintaining and expanding knowledge and skills required for competent practice and ongoing professional development in the Aeromedical environment.
- 4.4 Be able to identify their own learning needs and address them.
- 4.5 Participate in programs designed to encourage professional development and to further nursing knowledge.
- 4.6 Share knowledge with colleagues, patients and the community both formally and informally. Practice is influenced by discussion of professional issues through networking.
- 4.7 Participate in, and promote the standards of other professional bodies/ networks pertaining to flight nursing and related specialties e.g. NZNO specialised groups including the Critical Care Nurses Section (CCNS), College of Emergency Care Nurses; the Neonatal Nurses College Aotearoa (NNCA) and the Aviation Industry.
- 4.8 Recognise the expertise and skills of colleagues from nursing, medical and aviation fields and utilizes these to facilitate professional development.
- 4.9 Be involved in professional dialogue as an equal member in a multidisciplinary team.
- 4.10 Contribute to the education of colleagues.
- 4.11 Develop and maintain their own professional portfolio and log of transport hours / numbers of transports
- 4.12 Be provided with a supportive environment that commits resources to assist the flight nurse to expand knowledge and maintain skills required for competent practice.

4.13 Be current members of relevant professional organizations.

4.14 Be responsible for and participate in the regular evaluation of their flight nursing practice.

4.15 Be responsible for and participate in the regular evaluation and monitoring of their flight nursing programs

4.16 Research creative and innovative approaches to nursing practice.

OUTCOMES

- Te Tiriti o Waitangi is an integral part of nursing education and practice
- Flight nursing practice is based on current nursing knowledge, research and experience to ensure best practice
- Research is an integral part of flight nursing practice
- Flight nursing practice is influenced by discussion of professional issues through professional networking
- Improvements in flight nursing practice and patient care are made as a result of regular evaluation by nurses and tangata whenua and consumers
- Flight nursing includes creative and innovative approaches to practice
- Flight Nurses are active members of relevant professional organisations

EVALUATION GUIDELINES

- Demonstrates the integration of Te Tiriti o Waitangi into professional development
- Evidence of relevant on-going specialist education
- Evidence of professional development planning and participation within a performance review process
- Flight nurses develop and maintain their professional portfolios
- Evidence of participation in performance review process
- Evidence of improvements to practice as a result of the above processes
- Demonstrated use of nursing networks and membership of professional nursing groups
- Evidence of mentoring and support frameworks present for flight nurses

STANDARD FIVE

Transport Nurses manage resources efficiently and effectively to meet the needs of a patient and their whanau while in transit.

PROCESS

Transport Nurses will:

- 5.1 Consult with tangata whenua (Maori) to ensure that taonga/resources are used appropriately.
- 5.2 Participate in decision-making processes that affect health needs/resources.
- 5.3 Participate in the ongoing measurement of all data related to service provision.
- 5.4 Contribute to workforce planning.
- 5.5 Possess the combined expertise and experience to effectively assess actual and potential risks and to plan implement and evaluate interventions during transport.
- 5.6 Utilise best available resources in the provision of care
- 5.7 Identify and document inadequate or unsafe resources and monitor subsequent change.
- 5.8 Participate in technology maintenance, assessment and review.
- 5.9 Participate in identifying educational requirements.
- 5.10 Incorporate the best utilisation of educational resources and address educational requirements in relation to resource management.
- 5.11 Be provided with education to develop skills, so to ensure participation in the ongoing measurement of all data related to service provision.
- 5.12 When appropriate, refer to others with relevant knowledge and expertise.
- 5.13 Identify inadequate or unsafe resources considering each transport individually and with consideration for unexpected delays, and act to improve these.
- 5.14 Be involved in the ongoing process of monitoring, evaluating and improving the quality and appropriateness of care.
- 5.15 Negotiate so that appropriate resources are obtained to meet patient's needs.

5.16 Facilitate and monitor resource utilization reviews and respond to review findings.

5.17 Facilitate in on-going resource utilization reviews, both national and international and share findings with others.

OUTCOMES

- Te Tiriti o Waitangi will be reflected in the management of resources
- Transport nurses know and understand the needs of their patients/whanau
- Transport nursing practice reflects appropriate nursing skill
- Available resources are provided at the right time, quality and quantity to meet patient needs and appropriate safe staffing requirements
- Transport nurses will endeavor to identify inadequate resources and take corrective action
- Transport Nurses participate in resource planning to meet the changing needs of the patient / whanau
- Transport Nursing practice influences decisions regarding the use of technology in the care of patients in the aviation environment
- Transport Nurses manage available resources efficiently and effectively to meet patient/ whanau healthcare needs
- Transport Nurses participate in resource planning

EVALUATION GUIDELINES

- Demonstrates the integration of Te Tiriti o Waitangi into resource management
- Evidence of appropriate demographic and workload measurements to meet the needs of the client population
- Flight Nurses participate in systematic review of resource planning and utilization
- A strategic plan for nursing workforce development, which demonstrates appropriate skill mix and capacity, is available
- Evidence of patient /whanau feedback and resulting changes to management of care
- Evidence of involvement in risk management
- Flight Nurse representation on relevant transport planning committees
- Evidence that Flight Nurses undertake processes that demonstrates appropriate resource use

REFERENCES

- AIA (Aviation Industry Association) Standards (www.aia.org.nz)
- Ambulance New Zealand Air ambulance/air search and rescue service standard
Version 1.0:2011
- ASA (Aeromedical Society of Australasia) standards – www.isas.org.au.
- Code of Health and Disability Services Consumer Rights (1996)
<http://www.healthpoint.co.nz/default,6318.sm>
- Medicines Act (1981)
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- NZ Standard. Ambulance and paramedical services – NZS 8156:2008
PO Box 714, Wellington
- NZ Nurses Organization - www.NZNO.org.nz
- Nursing Council of New Zealand - www.nursing council.org.nz.
- The Privacy Act (1993)
<http://www.legislation.govt.nz/act/public/1993/0028/latest/DLM296639.html>
- Health Practitioner's Competence Assurance Act (2003),
<http://www.moh.govt.nz/moh.nsf/indexmh/hpca-qualityassurance>
- Civil Aviation Act (1990)
www.legislation.govt.nz/act/public/1990/0098/latest/DLM214687.html

GLOSSARY

Term	Definition
<i>Accountability</i>	The acceptance of rights and responsibilities of conduct and behaviour. It is the acceptance of responsibility to self, profession, client, employer and community as a whole.
<i>Audit</i>	The process by which the results of an activity are evaluated to see if the expected level has been achieved as set out by the present rules, guidelines or standards. It is the process of determining what is happening against what should be happening, of establishing whether what you think you are doing is actually what you do. It is a concrete measurement, or evidence of achievement in relation to standards.
<i>Competent Practice</i>	Possession and application of required skills and knowledge.
<i>Community</i>	The potential client base served by a specific health service.
<i>Cultural Values</i>	Morals, beliefs, attitudes and standards that derive from a particular cultural group. Cultural is not only seen as ethnic – specific but must include groups from within cultures. e.g. Cultures of class, socialisation, age, sexual orientation, etc.
<i>Ethical Problems</i>	Fall into two distinct categories; ethical violations and ethical dilemmas. An ethical violation involves the neglect of a moral obligation, e.g. a nurse who fails to provide care to a neonate and their family because of their race. An ethical dilemma arises when ethical reasons both for and against a course of action are present e.g. prolonged ventilation of an extremely premature baby.
<i>Evaluation</i>	Peer review, self evaluation, service review etc.
<i>Evidence-based practice</i>	Practice based on quantitative and qualitative research.
<i>Expertise and a specialised expression of caring</i>	This may take many forms. These may be enabling, listening, coaching, interpreting, monitoring, advocating, collaborating, attending, being present, comforting, encouraging, protecting,

	responding, negotiating and ministering.
<i>Family</i>	This includes parents, siblings, whanau and extended family.
<i>Holistic</i>	Acknowledging the spiritual, psychological, cultural and physical needs and/or influences.
<i>Kaupapa Maori Research</i>	Research methods that are based on Maori protocol and customs, where rangatiratanga or self-determination ensures that Maori have power and control over the research.
<i>Multidisciplinary team</i>	A group of health professionals involved in care. These will include nurses, doctors, social workers, dieticians and physiotherapists, as well as community-based workers.
<i>Professional Development</i>	Formal and informal education, which contributes to nurse's personal knowledge, skills and experience.
<i>Resource Utilization Review</i>	A systematic process for reviewing the way resources are allocated and used with efficiency and effectiveness being the main criteria.
<i>Risk Management</i>	A systematic approach to identifying, monitoring and reducing risks.
<i>Te Tiriti o Waitangi</i>	The Maori version of the Treaty of Waitangi which in International Law is accepted as the correct version.