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SEARCH STRATEGY

Set No.	Searched for	Databases	Results
S1	journal of nursing management	Ebook Central, Public Health Database, Publicly Available Content Database	182016*

* Duplicates are removed from your search, but included in your result count.

Measuring work engagement in a multigenerational nursing workforce

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To examine the level of work engagement among Veteran-aged, Baby Boomer, Generation X, (Gen X) and Millennial registered nurses.

Background

Workforce engagement plays a critical role in health care organisations. Organisations with a highly engaged nursing workforce outperform those organisations that have disengaged or non-engaged employees.

Method

Quantitative non-experimental causal comparative study measured multigenerational nurses' level of work engagement.

Results

Veteran-aged nurses were the most engaged, followed by Baby Boomer, Gen X and Millennial. The sample scored highest on dedication and lowest on vigour. Veterans and Baby Boomer nurses were statistically different than Gen X and Millennial nurses in their level of engagement. There were no statistical differences between Veteran and Baby Boomers and between Gen X and Millennials in their level of engagement.

Conclusions

Gen X and Millennial RNs scored lowest on level of engagement and are statistically similar in their level of disengagement.

Implication for Nursing Management

Nurse managers must prioritize engagement strategies as a core function of their leadership role. It is essential that leaders cultivate an employee engagement culture across a multigenerational workforce. Nurse leaders should take full advantage of the experience of the retiring generations to mentor and transfer critical knowledge to the Gen X and Millennial nurses.

DETAILS

Subject: Comparative studies; Health care; Nurse managers; Workforce; Nursing administration; Veterans; Nursing; Generation X; Disengagement; Baby boomers; Nurses; Leadership

Business indexing term: Subject: Workforce Leadership

Identifier / keyword: generation; nurse; utrecht work engagement

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Psychometric properties of the Chinese version of the instrument for measuring different types of cognitive load (MDT-CL)

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To translate the instrument for measuring different types of cognitive load (MDT-CL) into Chinese and assess the reliability and validity of the Chinese version of the MDT-CL.

Background

The MDT-CL is needed for hospital administrators to identify which nursing staff are prone to high cognitive load and to provide tailored interventions for specific types of cognitive load.

Methods

The MDT-CL was translated into Chinese using forward and back translation, cultural adaptation and pilot tested. The reliability and validity of the instrument were assessed with intensive care unit (ICU) nurses in three tertiary hospitals in China.

Results

A total of 222 ICU nurses were recruited. The scale-content validity index of the Chinese version of the MDT-CL was 0.966. Confirmatory factor analysis indicated that all the goodness-of-fit indicators were acceptable. Cronbach's α coefficient was 0.818. Test-retest reliability was 0.785.

Conclusions

The Chinese version of the MDT-CL is a valid and reliable instrument for evaluating the cognitive load of ICU nurses in China.

Implications for nursing management

The validated Chinese version of the MDT-CL is a feasible, quantitative tool for evaluating different types of cognitive load in busy clinical practice, suggesting significant clinical application value.

DETAILS

Subject: Hospitals; Validity; Coefficient alpha; Nursing administration; Confirmatory factor analysis; Prone; Nursing; Reliability; Nurses; Memory load; Translation; Chinese languages; Intensive care; Quantitative psychology; Clinical medicine

Location: China

Identifier / keyword: Chinese; instrument for measuring different types of cognitive load; nurse; reliability; validity

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High resilience leads to better work performance in nurses: Evidence from South Asia

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To find out how resilience level is related to work performance of nurses.

Background

Resilience is a developable and teachable skill which helps to recover from adversities and continue functioning above the norm. Though combating negative effects at work such as burnout is widely researched, harnessing positive organisational effects such as work performance through resilience is yet to be well-established.

Methods

Cross-sectional study enrolled 230 nurses from Sri Lanka. The level of resilience at work and performance were assessed using culturally adapted and validated tools. How each resilience subscale predicted the nursing performance was assessed using bivariate correlation and linear regression analysis using ordinary least squares method.

Results

The total resilience scale score demonstrated significant and strong positive correlations with all subdomains of nursing performance, as well as with overall performance ($p < .05$). In linear regression model, six out of seven subscales in resilience scale predicted 70.5% of variance of work performance.

Conclusion

Higher resilience level at work is associated with better working performance among nurses.

Implications for Nursing Management

Nursing profession is well-known to be of highly stressful and fostering resilience would be extremely useful as an investment to combat such negative effects, while yielding positive organisational benefits such as better work performance.

DETAILS

Subject:

Nursing administration; Regression analysis; Nursing; Enrolled nurses; Work; Job performance; Resilience; Nurses; Burnout; Occupational stress

Business indexing term:

Subject: Occupational stress

Identifier / keyword:	nurses; resilience; Sri Lanka; stress; work performance
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Nursing home staff experiences of implementing mentorship programmes: A systematic review and qualitative meta-synthesis

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To determine nursing home staff experiences in mentorship programmes, and staff perceptions of the enablers and barriers to implement mentorship programmes.

Background

Mentorship programmes are perceived as playing an important role in improving the quality of care in nursing homes. However, little is known about research evidence across the global about staff's experiences in the programmes.

Methods

A search for studies published from the earliest available date to April 2019 was undertaken. Two reviewers performed data extraction and an appraisal of eight studies using tools from the Joanna Briggs Institute. A pragmatic meta-aggregative approach was applied to synthesise the findings. The qualitative research that was included was analysed to identify 63 findings that were organised into 12 categories and combined into three syntheses.

Results

The implementation of effective mentorship programmes is influenced by three factors: mentor capability, opportunity in the mentorship programmes, and motivation in the mentorship programmes.

Conclusions

There are a number of studies of nursing home staff experiences of mentorship programmes. However, systematic reviews that synthesise findings in this field are lacking. It is crucial to tailor the programme design to suit each unique nursing home care setting. We identified barriers and enablers, and learned that no barriers are insurmountable.

Implications for Nursing Management

Findings will inform nurse managers of an ideal environment for the implementation of a successful mentorship programme. Nursing homes need to establish and sustain mentorship programmes to help improve workforce capacity in delivering high-quality care for residents.

DETAILS

Subject:	Qualitative research; Barriers; Systematic review; Nursing homes; Nurse managers; Workforce; Motivation; Nursing administration; Mentoring; Quality of care; Capabilities; Home health care
Identifier / keyword:	mentorship; nursing home; qualitative meta-synthesis; systematic review
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Document 5 of 49

The transcultural adaptation and the validity and reliability of the Turkish Version of Perroca's Patient Classification Instrument

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

This study examines the transcultural adaptation and the reliability and validity of the Turkish version of Perroca's Patient Classification Instrument.

Background

Nurse managers need valid and reliable patient classification tools for determining patients' acuity or dependency levels on nursing care for measuring nursing workloads.

Methods

This study was conducted in two stages in a private hospital in Istanbul, Turkey. First, the instrument was translated, and its content validation was analysed. In the second stage, data were gathered from 300 hospitalized patients and were analysed by factor analyses, Cronbach's alpha and Cohen's kappa.

Results

Validity testing with ten experts revealed a scale-content validity index of 0.93. Exploratory factor analysis revealed a two-dimensional instrument with distinct factor loadings and a variance of 66.97%. The confirmatory factor analysis revealed that the fit indices were satisfactory. This instrument had an overall Cronbach's alpha coefficient of .86 and Cohen's kappa coefficient of .826.

Conclusion

The study provides evidence that the Turkish version of Perroca's Patient Classification Instrument is a valid and reliable tool to determine patients' acuity levels on nursing care.

Implications for Nursing Management

This instrument may be used by nurse managers to determine acuity levels of patients and measure nursing workload.

DETAILS

Subject:	Experts; Validity; Hospitalized; Classification; Nurse managers; Discriminant analysis; Coefficient alpha; Workloads; Adaptation; Nursing care; Nursing administration; Confirmatory factor analysis; Nursing; Reliability; Exploratory factor analysis; Dependency
Identifier / keyword:	instrument; nursing workload; patient classification; reliability; validity
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Document 6 of 49

A survey on the training needs of caregivers in five European countries

Pavlidis, George ¹

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

This survey explored caregivers' perceived training needs in 5 European countries (United Kingdom, Greece, Bulgaria, Poland and Italy).

Background

Training can enhance the professional capacity of caregivers; however, caregivers' training needs within Europe have not been examined recently.

Methods

A survey conducted in 2015 captured data from 550 caregivers using a convenience sampling strategy, through a structured questionnaire and additional open-ended items and by conducting statistical and content analysis.

Results

The results indicated *basic nursing skills* and *specialization*, as well as training in *psychology-related skills* like *time management*, *emotion regulation*, *communication* and *advanced health care systems* as the emerging training needs. There were some country differences in specific training need areas.

Conclusions

It was concluded that training in basic nursing skills and specialization in nursing specific conditions, in advanced health care systems and in *psychology-related skills* could add to the professional capacity of European caregivers

employed in health and social care.

Implications for nursing management

The findings inform about employed caregivers' training needs in Europe, which may contribute in the provision of quality care and organisational efficiency in health and social care.

DETAILS

Subject:	Social care; Content analysis; Time management; Training needs; Nursing administration; Emotional regulation; Questionnaires; Health education; Psychology; Caregivers; Nursing; Polls & surveys; Nursing skills; Quality of care; Sampling; Health information; Specialization
Location:	Europe
Identifier / keyword:	European Union; health and social care; nursing skills; training needs
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Model to estimate the nursing workload required by trauma victims on intensive care unit discharge

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To validate a model to estimate the nursing workload required by trauma victims on intensive care unit (ICU) discharge.

Background

Identifying a reliable model of nursing workload measurement that can assist professionals.

Methods

A prospective cohort study conducted in 2010 (first phase) and 2015 (second phase) with 342 trauma victims admitted into the ICU of four hospitals located in São Paulo, Brazil. The original model was created during the first phase and included the Simplified Acute Physiology Score and New Injury Severity Score variables. Coefficients of determination (R^2) were calculated to identify the reliability.

Results

The original model presented high reliability ($R^2 = 44\%$) in the hospital of origin, and unsatisfactory performance ($R^2 < 4\%$) in the other institutions. An improvement in R^2 was observed after adjusting the coefficients for each hospital.

Conclusion

For the Nursing Activities Score prediction of survivors for ICU discharge, trauma centres must validate the original model with coefficient adjustments for their population, or preferably derive their own models.

Implications for nursing management

Although models are useful in predicting discharge of these ICU patients, for treatment continuity after critical care and for organising services, the study showed that they should be evaluated prior to use for nursing management.

DETAILS

Subject:	Victims; Measurement; Hospitals; Trauma; Nursing administration; Cohort analysis; Nursing; Reliability; Coefficients; Physiology; Injuries; Intensive care; Critical care; Workloads
Business indexing term:	Subject: Workloads
Identifier / keyword:	clinical evaluation; intensive care units; nursing; survivors; workload; wounds and injuries
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Document 8 of 49

Empowerment of front-line leaders in an online learning, certificate programme

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To evaluate the effectiveness of an online learning, certificate programme for front-line nurse leaders' sense of empowerment.

Background

Front-line leaders play a crucial role in health care. Current training is often inadequate. The Institute of Medicine report on The Future of Nursing: Leading Change, Advancing Health (2010) recommends nurses at all levels receive training for their role.

Methods

A pre- to post-study design was used; instruments included Conditions for Work Effectiveness Questionnaire, Psychological Empowerment Scale, intent to stay, and self-reported knowledge and effectiveness of intervention questions. This study evaluated the effects of online learning for 29 acute care front-line leaders in the USA and

Australia.

Results

Structural empowerment significantly improved, pre-assessment ($M = 18.50$, $SD = 1.6940$) to post-assessment ($M = 19.47$, $SD = 1.6940$). There was no significant difference in intent to stay or overall psychological empowerment. Participants agreed (24/29, 83%) the intervention contributed to their 'sense of empowerment in their role' and 'ability to create an empowering work environment'.

Conclusion

Online learning was effective and could be integrated into orientation and/or continuing education plans to develop empowering work environments.

Implications for Nursing Management

Online learning may be a means of educating and empowering front-line leaders for their role.

DETAILS

Subject:	Continuing education; Psychological empowerment; Intervention; Health care; Empowerment; Professional training; Work environment; Learning environment; Nursing administration; Questionnaires; Nursing; Acute services; Distance learning
Identifier / keyword:	charge nurse; empowerment; front-line leader; online learning; role preparation
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Database: Publicly Available Content Database

Document 9 of 49

Social comparison and perceived envy-motivated communication involving travel nurses: A qualitative study

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

This study investigated travel nurses' perception of their communication and relational experiences with other nurses.

Background

It is common for nurses to offer and to accept help, especially since nurses enter and exit numerous nursing teams throughout their careers and sometimes several times within a single shift. The social norm of reciprocity suggests that nurses supported by other nurses will likely reciprocate in prosocial behaviour. However, when and whom one can or will help highlight differences in individuals' ability to share and compete for personal and professional resources.

Method

Thematic analysis on data collected through semi-structured interviews.

Results



Four categories of perceived envy-motivated communication conceptualize nurses' communication and relational experiences.

Conclusion

This study underscores the pervasiveness of social comparison and perceived envy-motivated communication among nurses.

Implications for Nursing Management

Nurse managers should explore how they might leverage social comparison and the effects of envy to improve unit productivity. One strategy that nurse managers might adopt to promote fairness perception and trust is to communicate expressly how they allocate resources to their nurses. A sequential strategy to level the gap in nurses' exposure to different ways of overcoming resource deficiencies is to encourage mutual learning as prosocial behaviour.

DETAILS

Subject:	Productivity; Envy; Learning; Resource allocation; Perceptions; Nurse managers; Travel nursing; Communication; Reciprocity; Nursing administration; Nursing; Teams; Nurses; Social comparison; Leverage; Qualitative research; Prosocial behavior
Identifier / keyword:	alternative work arrangements; envy; social comparison; travel nursing
Publication title:	Journal of Nursing Management; Oxford
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Database: Publicly Available Content Database

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Effects of bullying on job insecurity and deviant behaviors in nurses: Roles of resilience and support

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

The present study tested a moderated mediation model in the Hospital industry of Pakistan. Extending the Conservation of Resources theory, we conducted a joint investigation of the mediating role of (a) *Job Insecurity* in linking *Workplace Bullying* with victim's *deviant work behaviors* and (b) the moderating roles of *Resilience* and *Perceived Supervisor Support* in influencing the mediation.

Background

Although the direct effects of bullying on deviant work were well established, the mechanisms and the boundary conditions through which bullying triggers deviant behaviors are still unknown.

Method

Utilizing temporally segregated field data from a sample of nurses and their fellow colleagues ($n = 251$ dyads), a

quantitative study was conducted in Pakistani hospitals.

Results

Results were consistent with our hypothesized moderated mediation (mod-med) framework in which workplace bullying led to deviant work behaviors in nurses via job insecurity. Moreover, this indirect effect was salient under nurses' low resilience and perceptions of supervisor support.

Conclusion

Based on these findings, the relationship between workplace bullying and deviant work behaviors appears to be more complex than what is commonly believed.

Implications for Nursing Management

The findings of the present study emphasize how and why bullying at workplace (particularly nurses) generates deviant work behavior.

DETAILS

Subject:	Hospitals; Nursing administration; Workplaces; Nurses; Bullying; Job insecurity; Resilience; Conservation; Mediation; Job performance; Deviance
Business indexing term:	Subject: Mediation
Identifier / keyword:	deviant work behaviors; Job Insecurity; Perceived Supervisor Support; Resilience; Workplace Bullying
Publication title:	Journal of Nursing Management; Oxford
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Issue:	2
Pages:	267-276
Publication year:	2020
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Dementia care in acute hospitals—A qualitative study on nurse managers' perceived challenges and solutions

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

The aim of this study was to explore the perceived challenges of nurse managers when caring for patients with dementia in acute hospitals and identify possible solutions to address these challenges.

Background

Although dementia care in acute hospitals is suboptimal, few solutions have been identified. Multi-level factors need to be considered to promote changes in practice.

Method

Two focus groups were held with sixteen nurse managers responsible for eleven acute medical wards in Malta.

Deductive qualitative analysis using an adapted version of McKinsey 7-S model was used as an a priori framework to categorize the perceived challenges and solutions.

Results

The nursing managers identified a number of organizational challenges that have a direct impact on the quality of care of patients with dementia. They also suggested a number of solutions such as realigning the hospital strategy, improving training and care coordination, redesigning the ward environment and changing leadership styles.

Conclusion

This study highlight the complexity of improving dementia care in hospitals and continues to show that a system-wide approach is needed.

Implications for Nursing Management

Understanding the challenges and identifying possible solutions can help hospital staff provide better person-centred dementia care.

DETAILS

Subject:	Qualitative research; Challenges; Hospitals; Nurse managers; Managers; Patients; Dementia; Nursing administration; Nursing; Quality of care; Acute; Leadership; Coordination; Intensive care; Patient-centered care; Continuity of care
Identifier / keyword:	acute care; dementia; focus groups; Malta; nurse managers
Publication title:	Journal of Nursing Management; Oxford
Volume:	28
Issue:	2
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Database: Publicly Available Content Database

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Factors influencing work engagement among psychiatric nurses in Japan

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To identify the factors influencing work engagement among psychiatric nurses.

Background

Work engagement is an essential outcome that promotes nurses' performance, but studies investigating its influencing factors remain limited in psychiatric settings. We hypothesized that job resources and personal resources positively predict psychiatric nurses' work engagement and have a particularly positive impact on engagement when job demand is high.

Methods

This cross-sectional study included 425 Japanese psychiatric nurses. Data regarding demographics, job resources, personal resources (emotional intelligence), job demand (patients' attitude towards nurses) and work engagement

were collected followed by data analysis using hierarchical multiple regression.

Results

Reward, supervisor support, nurse–physician collaboration, other-emotion appraisal and use of emotions were positively related to work engagement. Patients' unpleasant attitude towards nurses boosted the association of reward and supervisor support with work engagement.

Conclusions

Certain job resources, empathic ability and self-motivation ability may enhance work engagement. Furthermore, reward and supervisor support may be particularly useful when psychiatric nurses face patients' unpleasant attitude.

Implications for Nursing Management

For enhancing psychiatric nurses' work engagement, nursing leaders should educate nurses' skills related to empathy and self-motivation, consider whether nurses are confronted with patients' unpleasant attitude, and improve the job resources.

DETAILS

Subject:	Personal resources; Psychiatric-mental health nursing; Attitudes; Motivation; Work; Mental disorders; Psychiatric nurses; Unpleasant; Nursing administration; Emotions; Nursing; Empathy; Psychiatrists; Nurses; Emotional intelligence
Identifier / keyword:	emotional intelligence; job demands– resources theory; psychiatric nursing; work engagement; workplace
Publication title:	Journal of Nursing Management; Oxford
Volume:	28
Issue:	2
Pages:	306-316
Publication year:	2020
Publication date:	Mar 2020
Section:	ORIGINAL ARTICLES
Publisher:	Hindawi Limited
Place of publication:	Oxford
Country of publication:	United Kingdom, Oxford
Publication subject:	Medical Sciences--Nurses And Nursing, Business And Economics--Management
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Document type:	Journal Article
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Association between nursing work environment and compassion satisfaction among clinical nurses

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

This study investigated the association between nursing work environment and compassion satisfaction among clinical nurses.

Background

Nursing work environment and compassion satisfaction are important factors for preventing burnout and decreasing clinical nurse turnover.

Method

This study used a secondary analysis and obtained data from a previous cross-sectional study.

Results

The mean scores (mean \pm SD) for the nursing work environment and compassion satisfaction were 2.54 ± 0.34 and 33.40 ± 6.69 , respectively. As the results of hierarchical regression, staffing and resources ($\beta = 0.175$, $p = .002$) and collegial nurse–physician relationships ($\beta = 0.103$, $p = .038$) were significantly associated with compassion satisfaction.

Conclusion

Improving the nursing work environment could be an effective way to boost compassion satisfaction among nurses. Therefore, organizational support for adequate human resources and materials and mutual relations among nurses and physicians are needed.

Implications for nursing management

Improvements to the work environment and the management of human resource may increase compassion satisfaction in clinical nurses.

DETAILS

Subject:	Human resources; Work environment; Burnout; Nursing administration; Physicians; Nurse led services; Nursing; Sympathy; Organizational support; Staffing; Clinical nursing; Nurses; Quality of care; Physician nurse relationships
Business indexing term:	Subject: Work environment
Identifier / keyword:	compassion satisfaction; nursing work environment; professional quality of life
Publication title:	Journal of Nursing Management; Oxford
Volume:	28
Issue:	2
Pages:	368-376
Publication year:	2020
Publication date:	Mar 2020
Section:	ORIGINAL ARTICLES
Publisher:	Hindawi Limited
Place of publication:	Oxford
Country of publication:	United Kingdom, Oxford
Publication subject:	Medical Sciences--Nurses And Nursing, Business And Economics--Management
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The working experiences of male nurses in China: Implications for male nurse recruitment and retention

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aims

To understand the working experiences and career trajectories of male nurses in China.

Background

Compared with developed countries, men were far more under-represented in the nursing profession in China. Little is known about the working experiences of Chinese male nurses and the contextual factors that contribute to their low participation rate in the nursing profession.

Methods

In-depth interviews with twenty-five male nurses and two hospital administrators were conducted. All interviews were analysed using thematic analysis.

Results

Chinese male nurses had better career prospects and promotion chances compared with female nurses. The extremely low participation rate of men in nursing was related to the prejudice among the general public as well as the low professional status and salary. Two unique contextual factors influenced the career trajectories of male nurses in China: (1) the major assignment mechanism in the college entrance examination and (2) the implementation of the two-child policy.

Conclusion

Although Chinese male nurses enjoyed many advantages compared with female nurses, they also encountered many difficulties related to working in a female-dominated profession.

Implications for Nursing Management

Appropriate measures should be taken to shift public attitudes towards male nurses, improve the professionalization of nursing and promote gender diversity and equity.

DETAILS

Subject:	Comparative studies; Men; Males; Retention; Recruitment; Contextual factors; Interviews; Developed countries; Nursing administration; Professionalization; Nursing; Females; Entrance examinations; Prejudice; Public opinion; Nurses; Prospects; Academic degrees; Population policy; Occupational status
Location:	China
Identifier / keyword:	China; male nurses; recruitment; retention; working experience
Publication title:	Journal of Nursing Management; Oxford
Volume:	28
Issue:	2
Pages:	441-449
Publication year:	2020
Publication date:	Mar 2020
Section:	ORIGINAL ARTICLES
Publisher:	Hindawi Limited
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From patient satisfaction to patient experience: A call to action for nursing in China

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

This commentary presents a preliminary overview of patient experience studies to advocate for advancing research and practice focusing on patient experience in nursing in China.

Background

There is a growing worldwide focus on evaluation of patient experience. Increasing numbers of national patient experience surveys have been conducted in China; however, nursing seems to be overlooked in this growing trend.

Evaluation

A systematic search and review of studies reporting patient experience in nursing was conducted with China National Knowledge Infrastructure (CNKI) from inception through 11 November 2019.

Key issues

Inappropriate use and expression of patient experience led to confusion and misunderstandings. High-quality studies specifically for patient experience was lacking, especially those adopting quantitative and mixed methods designs. Tools with adequate input from nursing were scant.

Conclusions

Patient experience studies in nursing are still nascent in China in terms of quantity, quality and diversity.

Implications for Nursing Management

The concept of patient experience should be clearly defined through performing a systematic integrative review. Well-conducted qualitative, quantitative and mixed methods studies are especially needed. Nursing should be more involved in development of tool for measuring patient experience, and an instrument with a clear construct definition, systematically developed and psychometrically validated, constructed by nursing researchers will be valuable.

DETAILS

Subject:	Nursing administration; Nursing; Inappropriateness; Inappropriate use; Patient satisfaction; Confusion; Infrastructure; Professional practice
Location:	China
Identifier / keyword:	nursing; patient experience; patient satisfaction
Publication title:	Journal of Nursing Management; Oxford
Volume:	28
Issue:	2
Pages:	450-456
Publication year:	2020
Publication date:	Mar 2020
Section:	COMMENTARY
Publisher:	Hindawi Limited
Place of publication:	Oxford
Country of publication:	United Kingdom, Oxford
Publication subject:	Medical Sciences--Nurses And Nursing, Business And Economics--Management
ISSN:	09660429

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Language of publication: English

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Patient willingness to undergo a two-week free trial of a telemedicine service for coronary artery disease after coronary intervention: A mixed-methods study

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To understand the factors affecting willingness to use telemedicine in patients with coronary artery disease after coronary intervention.

Background

Telemedicine is a relatively new service provided to discharged patients in Taiwan, therefore, public acceptance is low.

Method

This mixed-methods study conducted between January and June 2014 used convenience sampling. In total, 140 patients were offered a two-week free trial of telemedicine services before hospital discharge. Participants completed structured questionnaires and answered semi-structured qualitative questions related to willingness to use telemedicine services.

Results

Patients' willingness to use telemedicine was not significantly correlated with experience using technology, perceived ease of use or computer self-efficacy; instead, it was based on trust in the hospital staff, opinions of the staff and ongoing support from the case manager. Reasons for their lack of willingness to use the service were mainly related to diseases, technology/equipment and environmental factors.

Conclusion

Staff support through telephonic tracking and real-time feedback can increase willingness to use telemedicine.

Implications for Nursing Management

Case managers can collect necessary personal information and offer the patients 24-hr services as a monitor, an instructor and a companion, thereby accommodating more patients, building value and strengthening telemedicine services.

DETAILS

Subject:	Intervention; Personal information; Telemedicine; Coronary vessels; Equipment; Nursing administration; Cardiovascular disease; Questionnaires; Efficacy; Environmental aspects; Willingness; Tracking; Sampling; Technology; Public opinion; Discharge; Case management; Coronary artery disease
Identifier / keyword:	computer self-efficacy; coronary artery disease; telemedicine
Publication title:	Journal of Nursing Management; Oxford
Volume:	28
Issue:	2
Pages:	407-416
Publication year:	2020
Publication date:	Mar 2020
Section:	ORIGINAL ARTICLES
Publisher:	Hindawi Limited
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Country of publication:	United Kingdom, Oxford
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A contemporary understanding of nurses' workplace social capital: A response to the rapid changes in the nursing workforce

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ABSTRACT (ENGLISH)

Aim

To provide an updated definition of the concept of nurses' workplace social capital that addresses changes in the contemporary nursing workforce.

Background

Social capital explains the components of a constructive work environment. Advancements in psychology of workplace and changes in the demographic structure of nursing workforce call for a revised version of nurses' workplace social capital.

Method

Walker and Avant's approach was implemented. Data were compiled from 'Medline' and 'CINAHL', 'Google' search engine, book chapters and expertise of nursing academicians.

Results

Nurses' workplace social capital is a relational network that is configured by interactions among healthcare professionals. Although, various attributes influence these interactions, Relational Network, Trust, Shared Understanding, Reciprocity and Social Cohesion are considered as the major attributes. A healthy relational network creates a healthy workplace which can be further fortified by effective communication, active group engagements and a supportive leadership.

Conclusions

Results of our concept analysis should establish a theoretical groundwork for nurse leaders to better build and more effectively lead the contemporary nursing workforce.

Implication for Nursing Management

Leaders' dedication to workplace social capital is the tenet of a constructive workplace, which in return can support nurses to flourish in their clinical and the other professional responsibilities.

DETAILS

Subject:	Social capital; Health care; Social cohesion; Workforce; Work environment; Reciprocity; Nursing administration; Workplaces; Psychology; Nurse led services; Attributes; Nursing; Medical personnel; Expertise; Nurses; Leadership; Conceptual analysis
Business indexing term:	Subject: Workforce Leadership Social capital
Identifier / keyword:	concept analysis; nurses; nursing workforce; nursing workplace; social capital
Publication title:	Journal of Nursing Management; Oxford
Volume:	28
Issue:	2
Pages:	247-258
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Section:	ORIGINAL ARTICLES
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Bibliometric analysis of Journal of Nursing Management from 1993 to 2018

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

This study presents a general bibliometric overview of the developmental status of Journal of Nursing Management from its first issue (1993) to 2018.

Background

Bibliometric method is proved to be effective in analysing the publication characteristics and influence of a given journal, and it gained considerable interest from the scientific community in recent years. However, to the best of our knowledge, bibliometric approach was not previously used to analyse the publications of Journal of Nursing Management.

Methods

A total of 1,913 publications of Journal of Nursing Management were retrieved from Scopus database. Bibliometric analysis was used to explore the dynamic trends of publications and to identify most influential authors, institutions, countries and research teams in this journal. This paper also uses the VOS viewer software to graphically map the hot topics of Journal of Nursing Management.

Results

After a rapid growth from 2006 to 2008, the number of publications of Journal of Nursing Management tends to stabilize with exception of several years in the latest 11 years. The top prolific institutions are mainly from the UK, Canada, Finland and Sweden, and Journal of Nursing Management has attracted increasing attention from researchers around the world. Nursing, nurses, management, leadership and job satisfaction are the most frequently used keywords in Journal of Nursing Management.

Conclusion

Nursing management, nursing leadership/leaders, nursing human resource management, nursing quality and safety management, nursing communication, and conflict management have always been popular topics in Journal of Nursing Management.

Implications for Nursing Management

This study informs scholars and managers within nursing management field about structured knowledge of the research status and development of Journal of Nursing Management.

DETAILS

Subject: Nursing administration; Human resources management; Databases; Nursing; Conflict management; Job satisfaction; Bibliometrics; Teams; Leadership; Publications

Identifier / keyword:	bibliometrics; citation analysis; Journal of Nursing Management; nursing; scientific outputs
Publication title:	Journal of Nursing Management; Oxford
Volume:	28
Issue:	2
Pages:	317-331
Publication year:	2020
Publication date:	Mar 2020
Section:	ORIGINAL ARTICLES
Publisher:	Hindawi Limited
Place of publication:	Oxford
Country of publication:	United Kingdom, Oxford
Publication subject:	Medical Sciences--Nurses And Nursing, Business And Economics--Management
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A simple tool to evaluate the antiretroviral therapy programme in primary health care setting of Lesotho

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

An evaluative tool for the antiretroviral therapy programme was developed for use in the primary health care setting of Lesotho.

Background

Information on processes followed in the development of standardized and acceptable evaluative tools is not always available to practicing nurses.

Methods

Behaviours affecting the antiretroviral therapy (ART) programme were contextualized using the conceptual model for social programmes and Intervention Wheel framework. A convergent parallel mixed-methods design was used to describe perceptions and explore experiences of nurses and patients. The Instrument Development Construct Validation process was used to develop an evaluative tool that was pre-tested on 17 respondents. Results were analysed using SPSS (23), and internal consistency using Cronbach's alpha coefficient was .768.

Results

The tool collects information on staffing patterns, services offered, patients seen, time spent seeking services, consultation time, Antiretroviral (ARV) availability, staff adequacy, staff competency, equipment adequacy, service efficiency, activity documentation, patient satisfaction, job satisfaction, monitoring and evaluation.

Conclusions

The evaluative tool permits identification of factors affecting delivery of the ART programme, hence assisting nurses to improve services provided.

Implications for nursing management

This method can be used to develop evaluative tools to assess implementation of public health services and inform successes, challenges and recognize improvement approaches.

DETAILS

Subject:	Antiretroviral therapy; Public health; Adequacy; Coefficient alpha; Social programs; Patient satisfaction; Conceptual models; Consultation; Validity; Equipment; Nursing administration; Primary care; Nurses; Professional identity; Job satisfaction; Medical records; Staffing; Health services; Drug therapy; Antiretroviral drugs; Behavior modification
Location:	Lesotho
Identifier / keyword:	antiretroviral therapy programme; development of tool; evaluative tool; primary health care setting
Publication title:	Journal of Nursing Management; Oxford
Volume:	28
Issue:	2
Pages:	417-424
Publication year:	2020
Publication date:	Mar 2020
Section:	ORIGINAL ARTICLES
Publisher:	Hindawi Limited
Place of publication:	Oxford
Country of publication:	United Kingdom, Oxford
Publication subject:	Medical Sciences--Nurses And Nursing, Business And Economics--Management
ISSN:	09660429
e-ISSN:	13652834
Source type:	Scholarly Journal
Language of publication:	English
Document type:	Journal Article
Publication history :	
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Document URL: <https://www.proquest.com/scholarly-journals/simple-tool-evaluate-antiretroviral-therapy/docview/2383790386/se-2?accountid=211160>

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Database: Publicly Available Content Database

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Nursing research capacity and its management in China: A systematic review

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aims

To review the studies on nursing research capacity and the managerial approaches that have been taken to promote nursing research capacity building in China.

Background

In the nursing profession, research has become increasingly important worldwide. Over the last two decades, continuous efforts have been devoted to improving nursing research capacity in China. However, the results of these efforts were rarely evaluated in a national scale.

Evaluation

A systematic literature review was conducted in accordance with the PRISMA checklist and guidelines. The literature was sourced from PubMed, CINAHL and two Chinese databases. In total, 19 articles were selected and their results were integrated, compared and analysed.

Key issues

The development of nursing research has become a recent phenomenon in China. Chinese nurses' perceptions regarding research were mostly positive. However, their participation in research activity has traditionally been minimal. The factors associated with nursing research capacity in China were nurses' personal characteristics and organisational contexts. Several effective strategies (e.g. on-the-job research education) have been used to promote nursing research capacity.

Conclusion

Currently, nursing research capacity in China is low despite hospital-promoting efforts. Systematic approaches need to be implemented to increase nursing research capacity in China in the near future.

Implications for nursing management

Nursing administrators need to seek innovative strategies to resolve issues (e.g. lack of research time and limited

nursing research resources). They also need to strengthen their leadership skills in order to achieve the above objectives.

DETAILS

Subject:	Nursing administration; Databases; Nursing; Systematic review; Capacity building approach; Literature reviews; Personal characteristics; Leadership
Location:	China
Identifier / keyword:	influencing factors; nursing research capacity; research promotion
Publication title:	Journal of Nursing Management; Oxford
Volume:	28
Issue:	2
Pages:	199-208
Publication year:	2020
Publication date:	Mar 2020
Section:	REVIEW ARTICLES
Publisher:	Hindawi Limited
Place of publication:	Oxford
Country of publication:	United Kingdom, Oxford
Publication subject:	Medical Sciences--Nurses And Nursing, Business And Economics--Management
ISSN:	09660429
e-ISSN:	13652834
Source type:	Scholarly Journal
Language of publication:	English
Document type:	Journal Article, Evidence Based Healthcare
Publication history :	
Online publication date:	2020-02-04
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First posting date:	04 Feb 2020

DOI: <https://doi.org/10.1111/jonm.12924>

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Document URL: <https://www.proquest.com/scholarly-journals/nursing-research-capacity-management-china/docview/2383790341/se-2?accountid=211160>

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Document 21 of 49

Nursing resource team capacity planning using forecasting and optimization methods: A case study

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To estimate the cost-minimizing size and skill mix of a nursing resource team (NRT).

Background

Nurse absences can be filled by an NRT at lower hourly cost than staffing agencies or nurses working overtime, but an NRT must be appropriately sized to minimize total cost.

Methods

Using all registered nurse (RN) absences at an academic teaching hospital from 1 October 2014 to 31 March 2018, we developed a generalized additive model (GAM) to forecast the weekly frequency of each of ten types of absence over 52 weeks. We used the forecasts in an optimization model to determine the cost-minimizing NRT composition.

Results

The median weekly frequencies for the ten absence types ranged between 12 and 65.5. The root mean squared errors of the GAMs ranged between 4.55 and 9.07 on test data. The NRT dimensioned by the optimization model yields an estimated annual cost reduction of \$277,683 (Canadian dollars) (7%).

Conclusions

The frequency of RN absences in a hospital can be forecasted with high accuracy, and the use of forecasting and optimization to dimension an NRT can substantially reduce the cost of filling RN absences.

Implications for Nursing Management

This methodology can be adapted by any hospital to optimize nurse staffing.

DETAILS

Subject:	Composition; Forecasting; Teaching; Optimization; Nursing administration; Nursing; Nicotine replacement therapy; Teams; Staffing; Teaching methods; Workforce planning; Cost control; Cost reduction
Business indexing term:	Subject: Workforce planning
Identifier / keyword:	absenteeism; hospital costs; nursing services; personnel staffing
Publication title:	Journal of Nursing Management; Oxford
Volume:	28
Issue:	2
Pages:	229-238
Publication year:	2020
Publication date:	Mar 2020
Section:	ORIGINAL ARTICLES
Publisher:	Hindawi Limited
Place of publication:	Oxford
Country of publication:	United Kingdom, Oxford
Publication subject:	Medical Sciences--Nurses And Nursing, Business And Economics--Management
ISSN:	09660429
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Document type:	Journal Article
Publication history :	
Online publication date:	2020-02-21

Publication history :

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DOI:	https://doi.org/10.1111/jonm.12905
ProQuest document ID:	2383790290
Document URL:	https://www.proquest.com/scholarly-journals/nursing-resource-team-capacity-planning-using/docview/2383790290/se-2?accountid=211160
Copyright:	Copyright © 2020 John Wiley & Sons Ltd
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A cross-sectional survey on nurses' second victim experience and quality of support resources in Singapore

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

The study aimed to investigate nurses' second victim experience and quality of support resources in Singapore.

Background

The second victim phenomenon, broadly described as the suffering of providers including nurses in the face of a clinical error, is often overlooked.

Methods

A cross-sectional questionnaire survey was adopted. A total of 1,163 nurses from an acute public hospital in Singapore took part in the study. The Second Victim Experience and Support Tool (SVEST) was employed to assess experience of second victims and the quality of support resources.

Results

The study results showed that nurses experienced second victim-related physical, psychological and professional distress. About 31.8% of the participants had turnover intentions, while 9.3% had absenteeism following an error. Nurses who are younger and less experienced were more likely to experience greater second victim response. Among the support options, peer support was rated as the most desirable.

Conclusion

Nurses, being at the forefront of care delivery, are especially susceptible to being a casualty of the second victim phenomenon.

Implications for Nursing Management

Acknowledging the second victim phenomenon, together with a strong organizational support, is essential in alleviating the trauma and assisting nurses with reconciliation in the aftermath of an unanticipated error.

DETAILS

Subject:	Victims; Psychological trauma; Aftermath; Nursing administration; Questionnaires; Critical incidents; Nurses; Reconciliation; Polls & surveys; Absenteeism; Organizational support; Physical symptoms; Suffering; Psychological distress; Quality of care
Location:	Singapore
Identifier / keyword:	errors; nurses; second victims
Publication title:	Journal of Nursing Management; Oxford
Volume:	28
Issue:	2
Pages:	286-293
Publication year:	2020
Publication date:	Mar 2020
Section:	ORIGINAL ARTICLES
Publisher:	Hindawi Limited
Place of publication:	Oxford
Country of publication:	United Kingdom, Oxford
Publication subject:	Medical Sciences--Nurses And Nursing, Business And Economics--Management
ISSN:	09660429
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Source type:	Scholarly Journal
Language of publication:	English
Document type:	Journal Article

Publication history :

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First posting date:	11 Feb 2020
DOI:	https://doi.org/10.1111/jonm.12920
ProQuest document ID:	2383790285
Document URL:	https://www.proquest.com/scholarly-journals/cross-sectional-survey-on-nurses-second-victim/docview/2383790285/se-2?accountid=211160
Copyright:	Copyright © 2020 John Wiley & Sons Ltd
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Brexit in the “International Year of the Nurse and Midwife” and its implications for nursing in the European Union

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[ProQuest document link](#)

DETAILS

Subject:	Midwives; EU membership
Publication title:	Journal of Nursing Management; Oxford
Volume:	28
Issue:	2
Pages:	185-187
Publication year:	2020
Publication date:	Mar 2020

Section:	EDITORIAL
Publisher:	Hindawi Limited
Place of publication:	Oxford
Country of publication:	United Kingdom, Oxford
Publication subject:	Medical Sciences--Nurses And Nursing, Business And Economics--Management
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Language of publication:	English
Document type:	Editorial
Publication history :	
Online publication date:	2020-03-28
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First posting date:	28 Mar 2020
DOI:	https://doi.org/10.1111/jonm.12955
ProQuest document ID:	2383790282
Document URL:	https://www.proquest.com/scholarly-journals/brexit-international-year-nurse-midwife/docview/2383790282/se-2?accountid=211160
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Emotional intelligence and intent to stay among nurses employed in Jordanian hospitals

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aims

This study aimed to examine the relationship between Emotional intelligence (EI) and intent to stay and to identify their correlates among nurses.

Background

EI plays a significant role in nurses' practice, relationships, behaviours and decisions.

Methods

A descriptive, cross-sectional study was conducted with a sample of 280 registered nurses working in a public, a private and a university hospital in Jordan. A self-administered questionnaire was used to collect data from the participants.

Results

EI was significantly correlated with nurses' intent to stay ($r = .427, p < .01$). Some of the nurses' socio-demographic and work-related characteristics were found to predict EI and intent to stay.

Conclusion

The findings of the study came with a supportive knowledge about the positive impacts of EI on nurses' intent to stay. Improving both EI and intent to stay among nurses is important because it could have positive effects on organisations' decisions, policymaking process, quality of care, employee commitment and satisfaction.

Implications for Nursing Management

Nurse managers should pay attention to the EI of nurses during recruitment considering various determinants of EI identified in the current study. Additionally, nurse managers might want to strengthen factors associated with more stay intent among their staff.

DETAILS

Subject:	Hospitals; Nurse managers; Recruitment; Nursing administration; Questionnaires; Nurses; Policy making; Quality of care; Emotional intelligence; Demography
Identifier / keyword:	emotional intelligence; intent to stay; job satisfaction; jordan; nurses; nursing
Publication title:	Journal of Nursing Management; Oxford
Volume:	28
Issue:	2
Pages:	351-358
Publication year:	2020
Publication date:	Mar 2020

Section:	ORIGINAL ARTICLES
Publisher:	Hindawi Limited
Place of publication:	Oxford
Country of publication:	United Kingdom, Oxford
Publication subject:	Medical Sciences--Nurses And Nursing, Business And Economics--Management
ISSN:	09660429
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Source type:	Scholarly Journal
Language of publication:	English
Document type:	Journal Article
Publication history :	
Online publication date:	2020-03-28
Publication history :	
First posting date:	28 Mar 2020
DOI:	https://doi.org/10.1111/jonm.12932
ProQuest document ID:	2383790280
Document URL:	https://www.proquest.com/scholarly-journals/emotional-intelligence-intent-stay-among-nurses/docview/2383790280/se-2?accountid=211160
Copyright:	Copyright © 2020 John Wiley & Sons Ltd
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A study on the intent to leave and stay among hospital nurses in Korea: A cross-sectional survey

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ABSTRACT (ENGLISH)

Aims

To investigate the intent to leave or stay among Korean hospital nurses, and to identify what factors influence their intent to leave or stay.

Background

Previous studies have simply measured nurses' intent to leave or stay; however, this study examines the associations of intent to leave and intent to stay with influential factors among Korean hospital nurses.

Methods

A cross-sectional study was conducted with 267 nurses working at four general hospitals in South Korea.

Result

The influencing factors on intent to leave were organisational commitment, practice environment and burnout, while intent to stay was influenced by organisational commitment.

Conclusion

The study demonstrates that, for Korean hospital nurses, intent to leave and intent to stay are not simply contrary concepts, but are different concepts influenced by varying factors.

Implications for Nursing Management

This study clarifies the difference between the concepts of intent to stay and intent to leave, and demonstrates that the variables affecting Korean nurses' intent to stay and intent to leave differ from each other. Therefore, focusing on improving nurses' intent to either leave or stay would be effective when developing personnel management policies for nurses, thereby contributing to enhancing nursing practice.

DETAILS

Subject:	Nursing administration; Hospitals; Nursing; Organizational commitment; Nurses; Burnout; Personnel management; Professional practice
Identifier / keyword:	burnout; environment; intention; Korea; nurses
Publication title:	Journal of Nursing Management; Oxford
Volume:	28
Issue:	2
Pages:	332-341
Publication year:	2020
Publication date:	Mar 2020
Section:	ORIGINAL ARTICLES

Publisher:	Hindawi Limited
Place of publication:	Oxford
Country of publication:	United Kingdom, Oxford
Publication subject:	Medical Sciences--Nurses And Nursing, Business And Economics--Management
ISSN:	09660429
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Sourcetype:	Scholarly Journal
Language of publication:	English
Document type:	Journal Article
Publication history :	
Online publication date:	2020-02-25
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First posting date:	25 Feb 2020
DOI:	https://doi.org/10.1111/jonm.12929
ProQuest document ID:	2383790275
Document URL:	https://www.proquest.com/scholarly-journals/study-on-intent-leave-stay-among-hospital-nurses/docview/2383790275/se-2?accountid=211160
Copyright:	Copyright © 2020 John Wiley & Sons Ltd
Last updated:	2023-06-21
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Effectiveness of stress management interventional programme on occupational stress for nurses: A systematic review

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

The purpose of this systematic review is to evaluate the effectiveness of stress management interventional programme in reducing occupational stress among nurses.

Background

Nursing professionals are placed continuously at the forefront in the area of health care which makes them highly exposed to professional stress.

Evaluation

Randomized controlled trial studies (RCTs) were systematically searched in eight different databases for works published in English from 2011 to 2019; inclusion criteria were applied by two reviewers critically and assessed the risk of bias using Consolidated Standards of Reporting Trials (CONSORT).

Key issues

The systematic search contributed to the extraction of approximately 10 most relevant RCTs. Most of the RCTs considered in this systematic review revealed that the stress reduction interventions and strategies were effective in reducing the levels of occupational stress experienced by nurses.

Conclusions

Current review shows that stress management interventional programme tends to be effective, but additional well-designed RCTs are needed to confirm their effectiveness.

Implications for nursing management

Implementing stress management interventions within health care organisations are likely to assist nurses in reducing occupational stress and in improving coping strategies used by nurses for dealing with stress.

DETAILS

Subject:	Intervention; Databases; Health care; Systematic review; Coping strategies; Stress management; Occupational stress; Bias; Risk assessment; Nursing administration; Nursing; Nurses; Coping; Clinical trials
Business indexing term:	Subject: Occupational stress
Identifier / keyword:	coping strategies; nurses; occupational stress; stress management interventions programme; work-related stress
Publication title:	Journal of Nursing Management; Oxford
Volume:	28
Issue:	2
Pages:	209-220

Publication year:	2020
Publication date:	Mar 2020
Section:	REVIEW ARTICLES
Publisher:	Hindawi Limited
Place of publication:	Oxford
Country of publication:	United Kingdom, Oxford
Publication subject:	Medical Sciences--Nurses And Nursing, Business And Economics--Management
ISSN:	09660429
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Language of publication:	English
Document type:	Journal Article, Evidence Based Healthcare
Publication history :	
Online publication date:	2020-02-18
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First posting date:	18 Feb 2020
DOI:	https://doi.org/10.1111/jonm.12938
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Document URL:	https://www.proquest.com/scholarly-journals/effectiveness-stress-management-interventional/docview/2383790272/se-2?accountid=211160
Copyright:	Copyright © 2020 John Wiley & Sons Ltd
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Nurse managers implementing the lean management system: A qualitative study in Western

Canada

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

This study explores the perceptions and experiences of nurse managers involved in implementing the Lean management system in a Western Canadian province.

Background

The provincial government of Saskatchewan, Canada, implemented a multimillion-dollar investment in the Lean management system to transform health care delivery by reducing waste and increasing efficiency of processes and outcomes.

Methods

This qualitative exploratory study employed semi-structured interviews with 14 nurse managers in urban and rural health regions in one Canadian province.

Results

Six themes outline the difficulties nurse managers experienced in juggling role responsibilities alongside a poorly implemented change system with scarce resources.

Conclusion

The results showed tensions in the implementation of a Lean model adapted in the context of health care organisations. The expectations for nurse managers to be pivotal players in the implementation of transformative health care practices that promote and sustain strategies to reduce waste, improve coordination and increase patient safety require investment in leadership development.

Implications for Nursing Management

Lean management systems significantly impact the roles of nurse managers who require adequate resources and training to successfully adapt. The results of this study may be used for more effective support mechanisms for nurse managers.

DETAILS

Subject:

Clinical outcomes; Health care; Nurse managers; Managers; Nursing administration; Rural communities; Leadership; Professional development; Coordination; Qualitative research; Health care delivery

Identifier / keyword:	health care delivery; health care systems; leadership; nurse administrators; nursing supervisory
Publication title:	Journal of Nursing Management; Oxford
Volume:	28
Issue:	2
Pages:	221-228
Publication year:	2020
Publication date:	Mar 2020
Section:	ORIGINAL ARTICLES
Publisher:	Hindawi Limited
Place of publication:	Oxford
Country of publication:	United Kingdom, Oxford
Publication subject:	Medical Sciences--Nurses And Nursing, Business And Economics--Management
ISSN:	09660429
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Language of publication:	English
Document type:	Journal Article
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Development and evaluation of a prospective staffing model to improve retention

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aims

To improve predictability and accuracy of hiring using historical staffing data, quality improvement and workforce engagement.

Background

Twenty-three per cent of newly licensed nurses leave their first job within one year, costing employers \$52,100 per nurse replacement. Tools for anticipatory hiring strategies are not available in the literature.

Methods

We used retrospective, secondary data analysis to develop a *Prospective Staffing Model* and conduct a five-year longitudinal evaluation of the implementation of the model in a convenience sample at a quaternary academic Cardiothoracic Intensive Care Unit. We used a team-based, quality improvement approach to restructure recruitment and hiring strategies, standardize new graduate nurse orientation and implement AACN Healthy Work Environment standards.

Results

Over the five-year prospective evaluation period (2014–2018), 388 nurses were hired and included in the evaluation cohort. Retention increased ($n = 286$ days) and turnover decreased (17.6%) between 2014 and 2018. Improvements in workforce stability were sustained at five years.

Conclusions

Use of a *Prospective Staffing Model* is associated with improved nurse retention and decreased turnover, and may improve workforce stability.

Implications for Nursing Management

Results suggest that an innovative tool can mitigate the deleterious effects of turnover, adding to current knowledge and providing a method for anticipatory assessment of local turnover.

DETAILS

Subject:	Quality management; Retention; Recruitment; Workforce; Work environment; Nursing administration; Nurses; Cardiothoracics; Hiring; Teams; Staffing; Costing; Workforce planning; Intensive care; Data quality
Business indexing term:	Subject: Workforce planning Workforce
Identifier / keyword:	new graduate nurse; personnel selection; Personnel staffing and scheduling; retention
Publication title:	Journal of Nursing Management; Oxford
Volume:	28
Issue:	2
Pages:	425-432
Publication year:	2020
Publication date:	Mar 2020
Section:	ORIGINAL ARTICLES
Publisher:	Hindawi Limited
Place of publication:	Oxford
Country of publication:	United Kingdom, Oxford
Publication subject:	Medical Sciences--Nurses And Nursing, Business And Economics--Management
ISSN:	09660429
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Source type:	Scholarly Journal
Language of publication:	English
Document type:	Journal Article
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DOI:	https://doi.org/10.1111/jonm.12945

ProQuest document ID: 2383790111

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Involvement in health policy and political efficacy among hospital nurses in Jordan: A descriptive survey

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

The aims of this study were to (a) examine the levels of nurses' political efficacy and involvement in health policy; and (b) explore the relationships between political efficacy, involvement in health policy and participants' background variables.

Background

Nurses as citizens and health care providers have the right to express their opinions and beliefs in regard to issues that are concerned with the health care system or the public health domain.

Methods

A descriptive, cross-sectional design using was utilized. A self-administered questionnaire (Political Efficacy Scale & Involvement in Health Policy Scale) was completed by a convenience sample of 302 nurses.

Results

The results of this study showed low levels of involvement in health policy and political efficacy, and a positive weak correlation between political efficacy and involvement in health policy. The perceived level of political efficacy was associated positively with nurses' age and experience.

Conclusions

Nurse administrators and managers may empower, support and encourage nurses to enhance their involvement in health policy.

Implications for nursing management

The findings have implications for nursing leaders and administrators to design appropriate strategies to enhance nurses' involvement in health policy development.

DETAILS

Subject:	Nursing administration; Questionnaires; Health care; Nurse led services; Policy making; Nursing; Medical personnel; Efficacy; Public health; Nurses
Identifier / keyword:	health policy; Jordan; nurses; political efficacy
Publication title:	Journal of Nursing Management; Oxford
Volume:	28
Issue:	2
Pages:	433-440
Publication year:	2020
Publication date:	Mar 2020
Section:	ORIGINAL ARTICLES
Publisher:	Hindawi Limited
Place of publication:	Oxford
Country of publication:	United Kingdom, Oxford
Publication subject:	Medical Sciences--Nurses And Nursing, Business And Economics--Management
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Language of publication:	English
Document type:	Journal Article
Publication history :	
Online publication date:	2020-02-21
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efficacy/docview/2383790087/se-2?accountid=211160](https://www.proquest.com/scholarly-journals/involvement-health-policy-political-efficacy/docview/2383790087/se-2?accountid=211160)

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A longitudinal assessment of occupational stress in Emergency Department Nursing Staff

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ABSTRACT (ENGLISH)

Aims

To examine perceptions of occupational stress in Emergency Department (ED) nurses and measure the impact of interventions to address them.

Background

Cross-sectional studies internationally have established that Emergency Department (ED) nursing staff experience high levels of occupational stress. Few however have examined changes in perceptions of stress over time or the impact of interventions to address them.

Evaluation

A structured questionnaire completed by volunteer nursing staff in one United Kingdom ED assessing perceptions of occupational stress and job satisfaction. Questionnaire rounds were administered in 2014 (T1), 2015 (T2) and 2017 (T3) at 18-month intervals. Statistical analyses were conducted using multivariate regression, *t*-tests and Mann–Whitney U tests.

Key Issue

Statistically significant improvements in effort-reward balance, relational justice and job satisfaction were seen between T2 and T3 for nurses completing questionnaires at all three time points, but not for other stressors.

Conclusion

This study suggests that organisational interventions, supported by robust research data and consistent departmental leadership can positively influence perceptions of organisational stress in ED nurses. Our approach is generic, internationally applicable and can be adopted in all EDs.

Implications of nursing management

These occupational stressors are common to all EDs. Nurse managers should know their distribution amongst their staff. Such data can inform interventions to achieve maximal benefits for staff wellbeing and may be of value when

targeting resources in times of financial pressure.

DETAILS

Subject:	Intervention; Nurse managers; Occupational stress; Perceptions; Questionnaires; Nursing; Job satisfaction; Nurses; Leadership; Emergency services; Nursing administration; Cross-sectional studies
Business indexing term:	Subject: Occupational stress Job satisfaction
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Determining the association of high-commitment human resource practices with nurses' compassionate care behaviour: A cross-sectional investigation

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

The aim of this study was to determine the association of high-commitment human resource practices (HCHRP) with nurses' compassionate care behaviour.

Background

The extant research highlights the key role of compassionate care behaviour in achieving quality health services. However, scant attention has been paid to identifying the factors that augment compassionate care behaviour among health care professionals.

Methods

This study took place from September 2018 to March 2019, collecting data from 340 nurses of either gender aged 24–60 years with at least 1 year experience. The study follows a cross-sectional research design by collecting data through a personally administered survey.

Results

A statistically significant association was found between the four dimensions of HCHRP and organisational commitment. Moreover, organisational commitment positively related to compassionate care behaviour and mediated the relationship between HCHRP and compassionate care behaviour.

Conclusion

The findings reveal that four dimensions of HCHRP's positively influence nurses' compassionate care behaviour via the indirect path of organisational commitment.

Implications for Nursing Management

The study marks the first attempt to delineate the role of HCHRP's in enhancing the compassionate care behaviour. The hospital administration and human resource managers should use HCHRP's as strategic imperative to attract competent employees and enhance compassionate care behaviour.

DETAILS

Subject:	Nurses; Medical personnel; Sympathy; Compassionate care; Organizational commitment; Competence; Associations; Mental health services; Human resource managers; Resource managers; Health behavior; Human resources; Nursing administration; Health services; Research design
Business indexing term:	Subject: Human resources
Identifier / keyword:	compassionate care; high-commitment human resource practices; nursing management; organisational commitment
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The economic case for meeting employees' needs

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

The purpose of this article was to demonstrate that health care organisations stand to benefit financially by accommodating the needs of nursing staff.

Background

Nurse turnover results in major financial losses in health care, and inadequate staffing resulting from turnover negatively affects patient outcomes, which further drives up health care costs. Strategies to limit nurse turnover are available and crucial in the quest for health care sustainability.

Evaluation

Economic theory was presented to underpin evidence from business, education, and health disciplines literature, and from case studies of industry best practices in employee retention. This multidisciplinary analysis was applied to the retention of nurses in health care organisations.

Conclusion

Significant reductions in nurse turnover lead to considerable financial benefit to employers. Reductions can be achieved when employers accommodate the needs of their staff. Further investigation of specific incentive models, and the transferability of those models, is needed. Incentive programmes may be matched to specific nurse needs to decrease turnover.

Implications for Nursing Management

Nursing leaders have the opportunity to discover the unique need of their workforces and invest in incentive programmes to fulfil those needs.

DETAILS

Subject:	Clinical outcomes; Transferability; Nursing; Interdisciplinary aspects; Best practice; Health care expenditures; Staffing; Economic theory; Nursing administration; Employee retention
Identifier / keyword:	compensation; Human Capital Theory; nursing turnover; supply/demand; wellness; work-life balance
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Value, knowledge and implementation on evidence-based practice among nurse managers in china: A regional cross-sectional survey

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To describe the value, knowledge and implementation of evidenced-based practice (EBP) among Chinese nurse managers and explore its influencing factors.

Background

Although much of literature have reported the importance of nurse managers in pushing EBP progress and encouraged them to engage in EBP activities, the extent to which nurse managers engage in EBP is unclear.

Methods

A cross-sectional web-based survey was applied to 1,166 nurse managers recruited from 54 hospitals in Guangdong Province, China. Descriptive statistics, *t*-tests or one-way ANOVAs, Spearman's correlation and multiple regression analysis were used to analyse the data.

Results

The average scores of the Quick-EBP-VIK were with the mean of 2.62 (± 0.56). Result showed that educational background, professional title, whether they have received EBP education or training, and EBP organisational culture and readiness are the factors influencing managers' total Quick-EBP-VIK score, with 43.5% of the variance explained by these factors.

Conclusions

Nurse managers had positive attitudes towards EBP, but they lacked the EBP knowledge and rarely implemented EBP. Furthermore, supportive organisational environment, effective education and training can help to enhance EBP knowledge and skills of managers.

Implications of nursing management

The competence of nurse managers for EBP implementation should be taken seriously. Personal and organisational strategies which can strengthen managers' EBP knowledge and skills need to be developed and conducted.

DETAILS

Subject:	Hospitals; Regression analysis; Positive thought; Polls & surveys; Nurse managers; Competence; Averages; Implementation; Nursing administration
Identifier / keyword:	cross-sectional survey; evidence-based practice; nurse manager
Publication title:	Journal of Nursing Management; Oxford
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Registered nurses' perceptions towards advanced practice nursing: A nationwide cross-sectional study

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aims

To explore registered nurses' perceptions towards the role of advanced practice nurses and to examine registered nurses' interests in becoming advanced practice nurses.

Background

Globally, the development and implementation of advanced practice nurses have been deemed propitious. Advanced practice nurses are recruited and developed from the current pool of registered nurses. Empirical research is needed to inform practice on ensuring the sustainability of the advanced practice nurse workforce through the recruitment and development of the current population of registered nurses.

Methods

A nationwide cross-sectional online survey was conducted in Singapore. Registered nurses from all public health care institutions were surveyed.

Results

Respondents ($n = 1,025$) displayed optimism and acceptance towards advanced practice nurses. However, only 30.7% hoped to become advanced practice nurses. Nursing leaders were reported to have a low success rate in identifying registered nurses who were both suitable and interested in the advanced practice nurse role.

Conclusions

Registered nurses' positive perspectives towards the role of advanced practice nurses do not translate into interests in the role. The study offers pragmatic applicability in ensuring the sustainability of the advanced practice nurse

workforce.

Implications for Nursing Management

Advanced practice nurse-specific residency programmes for pre-master registered nurses may be facilitative to retaining and recruiting registered nurses for the advanced practice nurse workforce.

DETAILS

Subject:	Sustainability; Workforce; Recruitment; Optimism; Perceptions; Nursing; Public health nurses; Advanced practice nurses; Health services; Nursing administration; Professional practice
Business indexing term:	Subject: Workforce
Identifier / keyword:	advanced practice nurses; nurse practitioners; personnel recruitment; professional image; registered nurses; staff nurses
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Volume:	28
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The mediating role of thriving: Mindfulness and contextual performance among Turkish nurses

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aims

To examine the role of thriving in the relationship between mindfulness and contextual performance.

Background

Thriving has been known as one of the most important components in the professional development of nurses. Previous studies have also shown that mindfulness and contextual performance have an effective role in workplace. Yet, we still know relatively little about the underlying mechanisms that explain the relationship among mindfulness, thriving and contextual performance in a nursing context.

Methods

Data were collected from nurses from various hospitals in Turkey ($N = 398$). We used the structural equation model to test the mediation model.

Results

Empirical results indicate that thriving mediates the link between employee mindfulness and contextual performance.

Conclusions

This study contributes to the existing literature on thriving by explaining the mediating mechanisms through which mindfulness affects contextual performance and provides implications for practitioners by showing that employees with higher levels of mindfulness engage in more extra-role behaviours when their thriving is high.

Implications for Nursing Management

Managers should pay attention to finding ways to improve mindfulness and thriving in organisations in order to increase nurses' contextual performance.

DETAILS

Subject:	Workplaces; Mindfulness; Hospitals; Nursing; Nurses; Consciousness; Professional development; Contextual performance; Nursing administration
Identifier / keyword:	contextual performance; learning; mindfulness; nurses; thriving; vitality
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Publication year:	2020
Publication date:	Jan 2020
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Compassionate love, burnout and professional commitment in nurses

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aims

To determine the effects of compassionate love on burnout and professional commitment in nurses.

Background

Compassionate love as 'other-centred' love is referred to as altruistic love, unconditional love and unreciprocated love. Compassionate love has an important role among nurses in moderating burnout and increasing professional commitment.

Methods

One-hundred ninety-four nurses working at two public hospitals in Turkey completed four self-report instruments: socio-demographics, the Compassionate Love Scale, the Burnout Measure-Short Version and the Nursing Professional Commitment Scale.

Results

A statistically significant inverse relationship was found between Compassionate Love Scale and Burnout Measure-Short Version scores, while Compassionate Love Scale scores were significantly and positively associated with Nursing Professional Commitment Scale scores. Participants with children had higher Compassionate Love Scale

scores while those participating in the arts had lower Burnout Measure-Short Version scores. Nurses with intensive care experience had higher Nursing Professional Commitment Scale scores.

Conclusion

There is a positive relationship between compassionate love and professional commitment, a negative relationship between compassionate love and burnout. Further research is needed to test compassionate love interventions.

Implications for Nursing Management

Nurse managers may use the results of this study in encouraging and rewarding acts of compassionate love towards colleagues and patients.

DETAILS

Subject:	Love; Hospitals; Nursing; Sympathy; Commitment; Nurse managers; Intensive care; Nurses; Burnout; Altruism; Nursing administration
Business indexing term:	Subject: Burnout
Identifier / keyword:	burnout; compassionate love; nursing; professional commitment
Publication title:	Journal of Nursing Management; Oxford
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Issue:	1
Pages:	72-81
Publication year:	2020
Publication date:	Jan 2020
Section:	ORIGINAL ARTICLES
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Workplace bullying among nurses and organizational response: An online cross-sectional study

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aims

To examine prevalence of bullying among nurses and explore associations of organizational betrayal and support with well-being among nurses exposed to bullying.

Background

Bullying is a problem in many nursing workplaces, and organizations have an obligation to support nurses who are bullied. Support or betrayal after bullying could affect nurse well-being, including burnout.

Methods

In this cross-sectional study among U.S. nurses, data were collected in a survey using the Negative Acts Questionnaire-Revised for Nursing, the Institutional Betrayal Questionnaire for Health, the Well-Being Index, a job satisfaction scale and demographic questions.

Results

Prevalence of weekly/daily bullying was 31% ($N = 242$). Among nurses exposed to any bullying ($N = 173$), organizational betrayal increased odds of burnout (OR 2.62, $p = .02$), job dissatisfaction (OR 2.97, $p = .04$) and absenteeism (OR 6.11, $p < .001$). Organizational support decreased odds of job dissatisfaction (OR 0.30, $p = .001$) and absenteeism (OR 0.50, $p = .04$).

Conclusion

Analysis of study findings suggests organizational betrayal increases likelihood of burnout, job dissatisfaction and absenteeism, and support decreases likelihood of dissatisfaction and absenteeism.

Implications for Nursing Management

Nurse leaders should be aware of the issue of organizational betrayal and support in relation to well-being. Future studies can further explore the concepts of betrayal and support to provide additional evidence.

DETAILS

Subject:	Discontent; Burnout; Questionnaires; Workplaces; Nurse led services; Bullying; Nursing; Job satisfaction; Absenteeism; Organizational support; Nurses; Nursing administration
Business indexing term:	Subject: Burnout Absenteeism
Identifier / keyword:	administrators; bullying; burnout; nurses; work environment
Publication title:	Journal of Nursing Management; Oxford
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Issue:	1
Pages:	148-156
Publication year:	2020
Publication date:	Jan 2020
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Impact of intelligent healthscape quality on nurse job outcomes and job satisfaction: A test of the moderating effect of innovativeness

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

The purpose of this study is to demonstrate the impact of intelligent healthscape quality on job outcomes and job satisfaction via the pleasure feeling of nurses, a positive emotion towards the work environment. The moderating effect of innovativeness as a personal trait is also investigated.

Background

High quality of intelligent healthscape can improve nurses' job outcomes and satisfaction.

Methods

A descriptive, cross-sectional, survey design was used. A total of 222 experienced nurses from a general hospital

were surveyed in their working environment, pleasure feeling, job outcomes and job satisfaction. Structural equation modelling was used to test the theoretical model and hypotheses between constructs.

Results

The final model explained 88% of the variance in nurse job outcomes and job satisfaction. The result shows that (a) intelligent healthscape quality had a positive effect on nurse job outcomes and job satisfaction through pleasure feeling, and all the paths of the suggested model were statistically significant. Moreover, (b) a pleasure feeling showed stronger effects on job outcomes in nurses with higher levels of innovativeness.

Conclusions

This model provides a better understanding of the mechanisms between perceived nursing work environment, job outcomes and psychological empowerment. Based on these results, nurse managers can facilitate job satisfaction of nurses by establishing a highly advanced and supportive work environment.

Implications for Nursing Management

The results of this study provide empirical evidence linking intelligent healthscape quality, pleasure feeling, job outcomes and job satisfaction derived from a theoretical model of intelligent healthscape quality. These findings further elucidate the significance of the technology embedded physical nurse work environment as well as provide new academic approaches by demonstrating novel applications of a theoretical framework.

DETAILS

Subject:	Psychological empowerment; Empowerment; Nurse managers; Work environment; Modelling; Pleasure; Built environment; Positive affect; Nursing; Job satisfaction; Technology; Quality; Nurses; Intelligence; Salespeople; Nursing administration; Quality of care
Business indexing term:	Subject: Job satisfaction Work environment Salespeople
Identifier / keyword:	health care environment; intelligent healthscape; intelligent healthscape quality; job outcomes; job satisfaction; structural equation model
Publication title:	Journal of Nursing Management; Oxford
Volume:	28
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Exploring leading nurses' work values and their association with team safety climate: Results from a questionnaire survey in neonatal intensive care units

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ABSTRACT (ENGLISH)

Aim

To explore leading nurses' work values and their effect on the safety climate in neonatal intensive care units (NICUs).

Background

Despite their significance for behaviour, the work values of leading nurses are still insufficiently studied. We explore the impact of work value dimensions (self-transcendence, self-enhancement, conservation, and openness to change) on the safety climate.

Methods

A cross-sectional study was conducted in 86 German NICUs between September 2015 and August 2016. Our analyses relate questionnaire data from 75 leading nurses to the shared perceptions regarding safety among their team members ($n = 1,277$). We used fractional response modelling to identify important work values.

Results

The analysis showed differences between the dimensions of work values and their association with the safety climate. A significant positive association was found between the work value dimension self-transcendence (including the work values relationships with others and altruism) and safety climate ($\beta = 0.255$, $p = .001$). A large team size has a negative impact on the safety climate.

Conclusion

The findings indicate that the leading nurse's score on self-transcendence is positively related to the safety climate.

Implications for Nursing Management

The results demonstrate that it might be useful to consider work values in the selection of nurse leaders.

DETAILS

Subject:	Organizational climate; Safety; Associations; Modelling; Openness; Altruism; Questionnaires; Neonatal units; Nurses; Teams; Intensive care; Work values; Transcendence; Nursing administration; Newborn babies
Identifier / keyword:	neonatal intensive care unit; safety climate; safety culture; work values
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Reflections on a decade of authentic leadership research in health care

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DETAILS

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Emergency medical staff's perceptions on cultural value difference-based teamwork issues: A phenomenological study in China

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To explore how different cultural values are connected to teamwork between doctors and nurses in emergency departments (EDs) in China.

Background

China is a multicultural society, which leads to different cultural values being represented within its population. Doctors and nurses from different cultural backgrounds bring their own cultural values to their workplaces that influence teamwork. EDs are medical treatment facilities designed to provide episodic care to patients suffering from acute injuries and illnesses. Doctors and nurses in EDs should not only be highly skilled but also be able to work as a team. Studies have shown that different cultural values are often the cause of poor teamwork. However, there has been little focus on this phenomenon in the literature on ED. Therefore, this study aimed to identify how cultural values are connected to teamwork in EDs.

Design

Phenomenological study.

Methods

In-depth interviews were conducted with 10 doctors and 10 nurses in EDs from September to December 2018 in three large general hospitals in Shanghai.

Results

Four major themes emerged from the data: leadership, communication, mutual support and staffing. Twelve sub-themes were identified (a) hierarchy between superiors and subordinates; (b) doctors as superiors; (c) Northerners are more powerful; (d) emphasizing etiquette; (e) traditionally feminine traits; (f) face-to-face communication; (g) collectivism; (h) being open-minded; (i) tense doctor–patient relationships; (j) clique culture; (k) high pressure; and (l) home culture.

Conclusions

Teamwork between doctors and nurses in EDs is influenced by different cultural values. Future research should be carried out to identify which factors are essential to improving teamwork among doctors and nurses in hospital EDs.

Implications for Nursing Management

It is important to develop strategies to foster teamwork between doctors and nurses with different cultural values.

DETAILS

Subject:	Cultural values; Culture; Patients; Subordinates; Physicians; Nurses; Staffing; Suffering; Leadership; Hospitals; Cultural differences; Collectivism; Multiculturalism & pluralism; Cultural factors; Perceptions; Workplaces; Etiquette; Work values; Medical treatment; Illnesses; Emergency services; Teamwork; Qualitative research; Social support; Nursing administration; Physician patient relationships
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Experiences and outcomes of nurses referred to a peer health assistance program: Recommendations for nursing management

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To provide recommendations for nursing management based on the experiences of current and former nurses who were served by a peer health assistance program (PHAP).

Background

Providing help for nurses with impaired practice is critical to their health and well-being, assuring patient safety and public trust, as well as returning competent nurses to the healthcare workforce.

Methods

Nurses ($n = 268$) who were current clients or former clients of a PHAP were surveyed about their experiences.

Results

Nearly half of nurses were referred by the board of nursing with 69% reporting the referral was due to substance use, alcohol being the most common. Most (62%) did not believe that their substance use affected their practice yet

relayed that recognition of their emotional or physical condition could have led to earlier identification. Key barriers to seeking assistance were fear and embarrassment, along with concerns about losing their nursing license.

Conclusions

Nurses in management are in key roles to identify and intervene with nurses who are at risk for impaired practice.

Implications for Nursing Management

Nurses in management and nurse colleagues would benefit from workplace education on the warning signs of impaired nursing practice and how to address it.

DETAILS

Subject:	Health care; Alcohol use; Emotion recognition; Embarrassment; Workforce; Substance abuse; Former clients; Drug use; Workplace learning; Professional identity; Nursing; Competence; Nurses; Former nurses; Nursing administration; Professional practice
Identifier / keyword:	nurses; patient safety; substance use; workplace
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The effect of work environment on burnout among nursing directors: A cross-sectional study

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

Identifying the relationship between burnout status and hospital size and workplace environment among hospital nursing directors.

Background

Although the demands on nursing staff and managers are increasing, nursing directors' burnout is an under-researched topic.

Methods

An anonymous survey was conducted with 205 nursing directors across all 654 hospitals in Tokyo, Japan. The survey instruments were the Japanese version of the Burnout Scale, the Organizational Justice Questionnaire, the Nursing Work Empowerment Scale and the Workplace Support Scale.

Results

Nursing directors who were close to burnout were from smaller rather than large hospitals. Correlations were found between emotional exhaustion and interactional justice, age, resources, moral support from hospital executives, and

self-reflection support from subordinates. Regarding depersonalization, correlations were found with interactional justice, age and work support from subordinates. Regarding participants' personal accomplishment, correlations were found with procedural justice, interactional justice and opportunities.

Conclusions

Nursing directors of smaller hospitals tend to experience greater burnout. The impact of work environment on burnout is greater than that of facility and individual characteristics.

Implications for Nursing Management

To mitigate burnout, hospitals should ensure high organizational justice, provide access to resources and opportunities, and encourage moral support from executives and work support from subordinates.

DETAILS

Subject:	Hospitals; Fatigue; Empowerment; Japanese language; Directors; Work environment; Subordinates; Burnout; Supervisor-Subordinate interactions; Workplaces; Questionnaires; Nursing; Polls & surveys; Depersonalization; Procedural justice; Organizational justice; Mentoring programs; Nursing administration
Business indexing term:	Subject: Work environment Burnout
Identifier / keyword:	burnout; empowerment; nursing director; organizational justice; workplace support
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Nurse managers' perceptions of the competence of newly graduated nurses: A scoping review

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To summarize nurse managers' perceptions of newly graduated nurses' (NGNs) competence and connected factors.

Background

Nurse managers recruiting staff are responsible for employing competent nurses to ensure quality care and professional standards. Knowledge of managers' perceptions about the competence of NGNs is needed to understand the expectations of the health care system towards future professionals.

Evaluation

A scoping review was conducted. A total of 12 research publications met the inclusion criteria and were analysed using inductive content analysis.

Key issues

Managers' perceptions can be divided into three perspectives: NGNs' competence descriptions, assessment of

competences and connected factors. The NGNs' level of competence was assessed to be at least satisfactory, and dependent on prior exposure to the work setting, change in the degree of responsibility and lack of confidence.

Conclusion

Existing knowledge about nurse managers' perceptions of NGNs' competence is limited and rather fragmented. There is a clear need for rigorous empirical studies with comprehensive views of managers, emphasizing the key role of managers in the evaluation of nurse competence.

Implications for Nursing Management

Nurse managers can use the results of this review in recruitment, performance reviews and the development of job orientation programmes aimed at enhancing NGNs' transition to the nurse workforce.

DETAILS

Subject:	Health care; Nurse managers; Recruitment; Workforce; Content analysis; Perceptions; Publications; Supervisor-Subordinate interactions; Nurses; Quality of care; Competence; Nursing administration
Identifier / keyword:	competence; literature review; newly graduated nurses; nurse manager; nurses
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The influence of organizational culture, climate and commitment on speaking up about medical errors

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

Speaking up about medical errors is an essential behaviour for nurses in pursuit of their goal of maintaining patient safety. This study was designed to understand how a hospital's culture and climate can impact a nurse's active behaviour in this important health care activity.

Background

Research shows that while medical errors happen frequently, there is great variability on whether these errors are reported. As such, organizational culture, climate and commitment as well as employee perceptions associated with the reporting process were investigated to determine their impact on participants' intentions to speak up about medical errors.

Methods

Focus groups and one-on-one interviews were used to collect these data and were analysed using content analysis.

Results/Key Issues

Nurses in the hospital perceive and understand both the benefits and barriers to reporting medical errors. Commonly reported benefits include patient safety, promoting education and awareness, and the improvement of internal

processes or systems. Barriers include an inefficient reporting system and organizational influences such as perceived consequences and unequal status/position of the individual who made the error and the person reporting the error. Participants are aware that the organization believes that the responsibility to report medical errors falls to everyone.

Conclusions

Results indicate that the organization's existing culture does not facilitate the reporting of medical errors and that the organizational climate interferes with the reporting process. Lastly, organizational commitment is not related to the perception of importance given to the reporting of medical errors by the hospital.

Implications for Nursing Management

Nurses and nurse managers are an essential part of any hospital. In their role, they can effect change on the organization's culture and climate, but often do not realize the connection between organizational culture and patient safety. Results indicate that promoting organizational commitment to speaking up through the creation of a positive organizational culture can both promote speaking up about medical errors and increase patient safety.

DETAILS

Subject:	Patient safety; Organizational climate; Nurse managers; Falls; Content analysis; Health behavior; Variability; Physical activity; Health education; Critical incidents; Nurses; Organizational commitment; Mental health services; Medical errors; Organizational culture; Corporate culture; Nursing administration; Work environment; Health services; Medical schools; Health research; Safety; Medicine; Cultural change; Patients; Organizational change
Business indexing term:	Subject: Corporate culture
Identifier / keyword:	organizational culture; patient safety; speaking up
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Leadership in specialist palliative home care teams: A qualitative study

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ABSTRACT (ENGLISH)

Aim

The aim of this study was to describe team leaders' experiences of facilitators and barriers of leadership in specialist palliative home care teams.

Background

For effective teamwork in specialist palliative care, leadership is crucial; however, defining and agreeing on what leadership comprises may be challenging. In palliative care, teamwork is recognized as imperative for multiprofessional perspectives to meet dying patients' and families' needs.

Methods

Qualitative interviews with 13 team leaders in specialist palliative home care were performed, using the Pettigrew and Whipp framework, and analysed with directed content analysis.

Results

Team leaders' experiences of conditions influencing the organisation and delivery of specialist palliative home care is multifaceted and leaders seem conflicted in their approach to the multiple levels of leadership, vision and responsibilities.

Conclusion

Team leaders in specialist palliative home care described goals of care on differing levels and, for some, fiscal restraints and external pressures influenced their vision and leadership. Team leaders experienced challenges of leadership in relation to organisational issues, feeling burdened by responsibilities, budget restraints and team size.

Implications for Nursing Management

Team leadership is demanding and complex. In specialist palliative home care, affirming values and enabling vision during times of fiscal strain and external pressures, is challenging. For successful leadership that develops both individuals and the health care team, leaders are recommended to adapt the leadership style to the present situation surrounding the team.

DETAILS

Subject:	Leadership style; Health care; Death & dying; Teams; Facilitators; Content analysis; Hospice care; Palliative care; Physical restraints; Leadership; Teamwork; Qualitative research; Nursing administration; Home health care
Business indexing term:	Subject: Leadership
Identifier / keyword:	barriers; facilitators; health care team; leadership; palliative home care
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Implementation leadership: A concept analysis

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ABSTRACT (ENGLISH)

Aim

To analyse the concept of implementation leadership (IL) in health care and nursing literature.

Background

Implementation leadership has emerged as a type of leadership that is lacking but required for the successful implementation of evidence-based practices (EBPs). A concept analysis of IL can help identify, clarify and apply this concept to inform strategies for nursing leadership development.

Method

A concept analysis using Rodger's evolutionary method identified attributes of IL, and the context in which it is expressed including antecedents, consequences, references and surrogate terms. Forty-two articles were analysed following a Boolean search of MEDLINE and CINAHL databases.

Results

Implementation leadership is a specific and strategic approach to leadership characterized by a set of influencing behaviours leading to positive outcomes for the implementation of EBPs.

Conclusion

The concept analysis describes an evolving term that requires further clarification. This analysis contributes to an expanding knowledge base for capacity-building strategies for EBP implementation in nursing and health care.

Implications for Nursing Management

Effective IL, specifically in nurse managers, may be key in facilitating the implementation process for future successes. Nursing managers can build on a foundation of general leadership practices and consider the role of other members of the nurse leadership team in IL.

DETAILS

Subject:	Knowledge base; Databases; Clinical outcomes; Health care; Nurse managers; Implementation; Nursing; Conceptual development; Teams; Capacity building approach; Professional development; Leadership; Nursing administration; Conceptual analysis
Identifier / keyword:	concept analysis; evidence-based practice; implementation; nursing leadership
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Time management disposition and related factors among nursing managers in China: A cross-sectional study

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

The purpose of this study was to gain a general overview of the time management disposition of clinical nursing managers in China and its related factors.

Background

Effective time management is important for managers to achieve organizational goals. However, there is a lack of big-sample research exploring the impact of psychological and socio-demographic characteristics on time management disposition.

Method

The study adopted a cross-sectional and descriptive design; 531 nursing managers from seven regions of China were recruited.

Results

The nursing managers performed best on sense of time's value, followed by time monitoring ability and sense of time efficacy. Time management disposition was predicted by self-efficacy, SDS scores, managerial experience, the character strength of self-control and number of children.

Conclusion

The "norm" level of the Chinese clinical nursing managers' time management disposition was at a favourable level, but these managers performed poorly in the aspect of time monitoring. It is recommended that actions be taken to improve nursing managers' time management disposition in order to maximize their time-use efficiency and enhance the quality of nursing management.

Implications for Nursing Management

A greater understanding of nursing managers' time management disposition will provide a reference for subsequent actions to improve nursing managers' time management behaviour, which in turn will improve the quality and efficiency of nursing management.

DETAILS

Subject:	Nursing; Efficacy; Clinical nursing; Time management; Nursing administration; Job performance; Demography
Business indexing term:	Subject: Time management
Location:	China
Identifier / keyword:	character strengths; factors; nursing manager; time management disposition
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Association between ambulatory status and call bell use in hospitalized patients—A retrospective cohort study

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

Characterize the relationship between patient ambulatory status and in-hospital call bell use.

Background

Although call bells are frequently used by patients to request help, the relationship between physical functioning and call bell use has not been evaluated.

Methods

Retrospective cohort study of 944 neuroscience patients hospitalized in a large academic urban medical centre between April 1, 2014 and August 1, 2014. We conducted multiple linear regression analyses with number of daily call bells from each patient as the primary outcome and patients' average ambulation status as the primary exposure variable.

Results

The mean number of daily call bell requests for all patients was 6.9 (6.1), for ambulatory patients 5.6 (4.8), and for non-ambulatory patients, it was 7.7 (6.6). Compared with non-ambulatory patients, ambulatory patients had a mean reduction in call bell use by 1.7 (95% CI 2.5 to -0.93, $p < .001$) calls per day. In a post hoc analysis, patients who could walk >250 feet had 5 fewer daily call bells than patients who were able to perform in-bed mobility.

Conclusion

Ambulatory patients use their call bells less frequently than non-ambulatory patients.

Implications for Nursing Management

Frequent use of call bells by non-ambulatory patients can place additional demands on nursing staff; patient mobility

status should be considered in nurse workload/patient assignment.

DETAILS

Subject:	Patients; Cohort analysis; Nursing; Physical ability; Mobility; Hospitalized; Functional impairment; Nursing administration; Quality of service; Quality of care
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Hisel, M. E. (2020). Measuring work engagement in a multigenerational nursing workforce. *Journal of Nursing Management, 28*(2), 294-305. doi:<https://doi.org/10.1111/jonm.12921>

AimTo examine the level of work engagement among Veteran-aged, Baby Boomer, Generation X, (Gen X) and Millennial registered nurses.
BackgroundWorkforce engagement plays a critical role in health care organisations. Organisations with a highly engaged nursing workforce outperform those organisations that have disengaged or non-engaged employees.
MethodQuantitative non-experimental causal comparative study measured multigenerational nurses' level of work engagement.
ResultsVeteran-aged nurses were the most engaged, followed by Baby Boomer, Gen X and Millennial. The sample scored highest on dedication and lowest on vigour. Veterans and Baby Boomer nurses were statistically different than Gen X and Millennial nurses in their level of engagement. There were no statistical differences between Veteran and Baby Boomers and between Gen X and Millennials in their level of engagement.
ConclusionsGen X and Millennial RNs scored lowest on level of engagement and are statistically similar in their level of disengagement.
Implication for Nursing ManagementNurse managers must prioritize engagement strategies as a core function of their leadership role. It is essential that leaders cultivate an employee engagement culture across a multigenerational workforce. Nurse leaders should take full advantage of the experience of the retiring generations to mentor and transfer critical knowledge to the Gen X and Millennial nurses.

Zhang, S., Wu, Y., Fu, Z., Lu, Y., Wang, Q., & Liu, M. (2020). Psychometric properties of the chinese version of the instrument for measuring different types of cognitive load (MDT-CL). *Journal of Nursing Management, 28*(2), 277-285. doi:<https://doi.org/10.1111/jonm.12919>

AimTo translate the instrument for measuring different types of cognitive load (MDT-CL) into Chinese and assess the reliability and validity of the Chinese version of the MDT-CL.
BackgroundThe MDT-CL is needed for hospital administrators to identify which nursing staff are prone to high cognitive load and to provide tailored interventions for specific types of cognitive load.
MethodsThe MDT-CL was translated into Chinese using forward and back translation, cultural adaptation and pilot tested. The reliability and validity of the instrument were assessed with intensive care unit (ICU) nurses in three tertiary hospitals in China.
ResultsA total of 222 ICU nurses were recruited. The scale-content validity index of the Chinese version of the MDT-CL was 0.966. Confirmatory factor analysis indicated that all the goodness-of-fit indicators were acceptable. Cronbach's α coefficient was 0.818. Test-retest reliability was 0.785.
ConclusionsThe Chinese version of the MDT-CL is a valid and reliable instrument for evaluating the cognitive load of ICU nurses in China.
Implications for nursing managementThe validated Chinese version of the MDT-CL is a feasible, quantitative tool for evaluating different types of cognitive load in busy clinical practice, suggesting significant clinical application value.

Walpita, Y. N., & Arambepola, C. (2020). High resilience leads to better work performance in nurses: Evidence from south asia. *Journal of Nursing Management, 28*(2), 342-350. doi:<https://doi.org/10.1111/jonm.12930>

AimTo find out how resilience level is related to work performance of nurses.
BackgroundResilience is a developable and teachable skill which helps to recover from adversities and continue functioning above the norm. Though combating negative effects at work such as burnout is widely researched, harnessing positive organisational effects such as work performance through resilience is yet to be well-established.
MethodsCross-sectional study enrolled 230 nurses from Sri Lanka. The level of resilience at work and performance were assessed using culturally adapted and validated tools. How each resilience subscale predicted the nursing performance was assessed using bivariate correlation and linear regression analysis using ordinary least squares method.
ResultsThe total resilience scale score demonstrated significant and strong positive correlations with all subdomains of nursing performance, as well as with overall performance ($p < .05$). In linear regression model, six out of seven subscales in resilience scale predicted 70.5% of variance of work performance.
ConclusionHigher resilience level at work is associated with better working performance among nurses.
Implications for Nursing ManagementNursing profession is well-known to be of highly stressful and fostering resilience would be extremely useful as an investment to combat such negative effects, while yielding positive organisational benefits such as better work performance.

Liao, L., Xiao, L. D., Chen, H., Xin, Y. W., Zhao, Y., Hu, M., . . . Feng, H. (2020). Nursing home staff experiences of implementing mentorship programmes: A systematic review and qualitative meta-synthesis. *Journal of Nursing Management*, 28(2), 188-198. doi:<https://doi.org/10.1111/jonm.12876>

AimTo determine nursing home staff experiences in mentorship programmes, and staff perceptions of the enablers and barriers to implement mentorship programmes.
BackgroundMentorship programmes are perceived as playing an important role in improving the quality of care in nursing homes. However, little is known about research evidence across the global about staff's experiences in the programmes.
MethodsA search for studies published from the earliest available date to April 2019 was undertaken. Two reviewers performed data extraction and an appraisal of eight studies using tools from the Joanna Briggs Institute. A pragmatic meta-aggregative approach was applied to synthesise the findings. The qualitative research that was included was analysed to identify 63 findings that were organised into 12 categories and combined into three syntheses.
ResultsThe implementation of effective mentorship programmes is influenced by three factors: mentor capability, opportunity in the mentorship programmes, and motivation in the mentorship programmes.
ConclusionsThere are a number of studies of nursing home staff experiences of mentorship programmes. However, systematic reviews that synthesise findings in this field are lacking. It is crucial to tailor the programme design to suit each unique nursing home care setting. We identified barriers and enablers, and learned that no barriers are insurmountable.
Implications for Nursing ManagementFindings will inform nurse managers of an ideal environment for the implementation of a successful mentorship programme. Nursing homes need to establish and sustain mentorship programmes to help improve workforce capacity in delivering high-quality care for residents.

Ayan, G., & Türkmen, E. (2020). The transcultural adaptation and the validity and reliability of the turkish version of perroca's patient classification instrument. *Journal of Nursing Management*, 28(2), 259-266. doi:<https://doi.org/10.1111/jonm.12916>

AimThis study examines the transcultural adaptation and the reliability and validity of the Turkish version of Perroca's Patient Classification Instrument.
BackgroundNurse managers need valid and reliable patient classification tools for determining patients' acuity or dependency levels on nursing care for measuring nursing workloads.
MethodsThis study was conducted in two stages in a private hospital in Istanbul, Turkey. First, the instrument was translated, and its content validation was analysed. In the second stage, data were gathered from 300 hospitalized patients and were analysed by factor analyses, Cronbach's alpha and Cohen's kappa.
ResultsValidity testing with ten experts revealed a scale-content validity index of 0.93. Exploratory factor analysis revealed a two-dimensional instrument with distinct factor loadings and a variance of 66.97%. The confirmatory factor analysis revealed that the fit indices were satisfactory. This instrument had an overall Cronbach's alpha coefficient of .86 and Cohen's kappa coefficient of .826.
ConclusionThe study provides evidence that the Turkish version of Perroca's Patient Classification Instrument is a valid and reliable tool to determine patients' acuity levels on nursing care.
Implications for Nursing ManagementThis instrument may be used by nurse managers to determine acuity levels of patients and measure nursing workload.

Pavlidis, G., Downs, C., T. B. K., Ilona Swiatek-Barylska, Lazuras, L., Ypsilanti, A., & Tsatali, M. (2020). A survey on the training needs of caregivers in five european countries. *Journal of Nursing Management*, 28(2), 385-398. doi:<https://doi.org/10.1111/jonm.12940>

AimThis survey explored caregivers' perceived training needs in 5 European countries (United Kingdom, Greece, Bulgaria, Poland and Italy).
BackgroundTraining can enhance the professional capacity of caregivers; however, caregivers' training needs within Europe have not been examined recently.
MethodsA survey conducted in 2015 captured data from 550 caregivers using a convenience sampling strategy, through a structured questionnaire and additional open-ended items and by conducting statistical and content analysis.
ResultsThe results indicated basic nursing skills and specialization, as well as training in psychology-related skills like time management, emotion regulation, communication and advanced health care systems as the emerging training needs. There were some country differences in specific training need areas.
ConclusionsIt was concluded that training in basic nursing skills and specialization in nursing specific conditions, in advanced health care systems and in psychology-related skills

could add to the professional capacity of European caregivers employed in health and social care. Implications for nursing management The findings inform about employed caregivers' training needs in Europe, which may contribute in the provision of quality care and organisational efficiency in health and social care.

de Souza Nogueira, L., Regina Marcia Cardoso, d. S., Daiana, T. N., Ane Karoline, S. B., Fernandes, L. C., & Dyenily, A. S. (2020). Model to estimate the nursing workload required by trauma victims on intensive care unit discharge. *Journal of Nursing Management*, 28(2), 239-246. doi:<https://doi.org/10.1111/jonm.12912>

AimTo validate a model to estimate the nursing workload required by trauma victims on intensive care unit (ICU) discharge. **Background**Identifying a reliable model of nursing workload measurement that can assist professionals. **Methods**A prospective cohort study conducted in 2010 (first phase) and 2015 (second phase) with 342 trauma victims admitted into the ICU of four hospitals located in São Paulo, Brazil. The original model was created during the first phase and included the Simplified Acute Physiology Score and New Injury Severity Score variables. Coefficients of determination (R^2) were calculated to identify the reliability. **Results**The original model presented high reliability ($R^2 = 44\%$) in the hospital of origin, and unsatisfactory performance ($R^2 < 4\%$) in the other institutions. An improvement in R^2 was observed after adjusting the coefficients for each hospital. **Conclusion**For the Nursing Activities Score prediction of survivors for ICU discharge, trauma centres must validate the original model with coefficient adjustments for their population, or preferably derive their own models. **Implications for nursing management**Although models are useful in predicting discharge of these ICU patients, for treatment continuity after critical care and for organising services, the study showed that they should be evaluated prior to use for nursing management.

Abel, S. E., Hall, M., Swartz, M. J., & Madigan, E. A. (2020). Empowerment of front-line leaders in an online learning, certificate programme. *Journal of Nursing Management*, 28(2), 359-367. doi:<https://doi.org/10.1111/jonm.12933>

AimTo evaluate the effectiveness of an online learning, certificate programme for front-line nurse leaders' sense of empowerment. **Background**Front-line leaders play a crucial role in health care. Current training is often inadequate. The Institute of Medicine report on *The Future of Nursing: Leading Change, Advancing Health* (2010) recommends nurses at all levels receive training for their role. **Methods**A pre- to post-study design was used; instruments included Conditions for Work Effectiveness Questionnaire, Psychological Empowerment Scale, intent to stay, and self-reported knowledge and effectiveness of intervention questions. This study evaluated the effects of online learning for 29 acute care front-line leaders in the USA and Australia. **Results**Structural empowerment significantly improved, pre-assessment ($M = 18.50$, $SD = 1.6940$) to post-assessment ($M = 19.47$, $SD = 1.6940$). There was no significant difference in intent to stay or overall psychological empowerment. Participants agreed (24/29, 83%) the intervention contributed to their 'sense of empowerment in their role' and 'ability to create an empowering work environment'. **Conclusion**Online learning was effective and could be integrated into orientation and/or continuing education plans to develop empowering work environments. **Implications for Nursing Management**Online learning may be a means of educating and empowering front-line leaders for their role.

Gan, I. (2020). Social comparison and perceived envy-motivated communication involving travel nurses: A qualitative study. *Journal of Nursing Management*, 28(2), 377-384. doi:<https://doi.org/10.1111/jonm.12939>

AimThis study investigated travel nurses' perception of their communication and relational experiences with other nurses. **Background**It is common for nurses to offer and to accept help, especially since nurses enter and exit numerous nursing teams throughout their careers and sometimes several times within a single shift. The social norm of reciprocity suggests that nurses supported by other nurses will likely reciprocate in prosocial behaviour. However, when and whom one can or will help highlight differences in individuals' ability to share and compete for personal and professional resources. **Method**Thematic analysis on data collected through semi-structured interviews. **Results**Four categories of perceived envy-motivated communication conceptualize nurses' communication and relational experiences. **Conclusion**This study underscores the pervasiveness of social comparison and perceived envy-motivated communication among nurses. **Implications for Nursing**

Management Nurse managers should explore how they might leverage social comparison and the effects of envy to improve unit productivity. One strategy that nurse managers might adopt to promote fairness perception and trust is to communicate expressly how they allocate resources to their nurses. A sequential strategy to level the gap in nurses' exposure to different ways of overcoming resource deficiencies is to encourage mutual learning as prosocial behaviour.

Sarwar, A., Naseer, S., & Zhong, J. Y. (2020). Effects of bullying on job insecurity and deviant behaviors in nurses: Roles of resilience and support. *Journal of Nursing Management*, 28(2), 267-276. doi:<https://doi.org/10.1111/jonm.12917>

AimThe present study tested a moderated mediation model in the Hospital industry of Pakistan. Extending the Conservation of Resources theory, we conducted a joint investigation of the mediating role of (a) Job Insecurity in linking Workplace Bullying with victim's deviant work behaviors and (b) the moderating roles of Resilience and Perceived Supervisor Support in influencing the mediation.
BackgroundAlthough the direct effects of bullying on deviant work were well established, the mechanisms and the boundary conditions through which bullying triggers deviant behaviors are still unknown.
MethodUtilizing temporally segregated field data from a sample of nurses and their fellow colleagues (n = 251 dyads), a quantitative study was conducted in Pakistani hospitals.
ResultsResults were consistent with our hypothesized moderated mediation (mod-med) framework in which workplace bullying led to deviant work behaviors in nurses via job insecurity. Moreover, this indirect effect was salient under nurses' low resilience and perceptions of supervisor support.
ConclusionBased on these findings, the relationship between workplace bullying and deviant work behaviors appears to be more complex than what is commonly believed.
Implications for Nursing ManagementThe findings of the present study emphasize how and why bullying at workplace (particularly nurses) generates deviant work behavior.

Scerri, A., Innes, A., & Scerri, C. (2020). Dementia care in acute hospitals—A qualitative study on nurse managers' perceived challenges and solutions. *Journal of Nursing Management*, 28(2), 399-406. doi:<https://doi.org/10.1111/jonm.12941>

AimThe aim of this study was to explore the perceived challenges of nurse managers when caring for patients with dementia in acute hospitals and identify possible solutions to address these challenges.
BackgroundAlthough dementia care in acute hospitals is suboptimal, few solutions have been identified. Multi-level factors need to be considered to promote changes in practice.
MethodTwo focus groups were held with sixteen nurse managers responsible for eleven acute medical wards in Malta. Deductive qualitative analysis using an adapted version of McKinsey 7-S model was used as an a priori framework to categorize the perceived challenges and solutions.
ResultsThe nursing managers identified a number of organizational challenges that have a direct impact on the quality of care of patients with dementia. They also suggested a number of solutions such as realigning the hospital strategy, improving training and care coordination, redesigning the ward environment and changing leadership styles.
ConclusionThis study highlight the complexity of improving dementia care in hospitals and continues to show that a system-wide approach is needed.
Implications for Nursing ManagementUnderstanding the challenges and identifying possible solutions can help hospital staff provide better person-centred dementia care.

Mukaihata, T., Fujimoto, H., & Greiner, C. (2020). Factors influencing work engagement among psychiatric nurses in Japan. *Journal of Nursing Management*, 28(2), 306-316. doi:<https://doi.org/10.1111/jonm.12923>

AimTo identify the factors influencing work engagement among psychiatric nurses.
BackgroundWork engagement is an essential outcome that promotes nurses' performance, but studies investigating its influencing factors remain limited in psychiatric settings. We hypothesized that job resources and personal resources positively predict psychiatric nurses' work engagement and have a particularly positive impact on engagement when job demand is high.
MethodsThis cross-sectional study included 425 Japanese psychiatric nurses. Data regarding demographics, job resources, personal resources (emotional intelligence), job demand (patients' attitude towards nurses) and work engagement were collected followed by data analysis using hierarchical multiple regression.
ResultsReward, supervisor support, nurse-physician collaboration, other-emotion appraisal and use of emotions were positively

related to work engagement. Patients' unpleasant attitude towards nurses boosted the association of reward and supervisor support with work engagement. Conclusions Certain job resources, empathic ability and self-motivation ability may enhance work engagement. Furthermore, reward and supervisor support may be particularly useful when psychiatric nurses face patients' unpleasant attitude. Implications for Nursing Management For enhancing psychiatric nurses' work engagement, nursing leaders should educate nurses' skills related to empathy and self-motivation, consider whether nurses are confronted with patients' unpleasant attitude, and improve the job resources.

Baek, J., Cho, H., Han, K., & Lee, H. (2020). Association between nursing work environment and compassion satisfaction among clinical nurses. *Journal of Nursing Management*, 28(2), 368-376. doi:<https://doi.org/10.1111/jonm.12937>

Aim This study investigated the association between nursing work environment and compassion satisfaction among clinical nurses. **Background** Nursing work environment and compassion satisfaction are important factors for preventing burnout and decreasing clinical nurse turnover. **Method** This study used a secondary analysis and obtained data from a previous cross-sectional study. **Results** The mean scores (mean \pm SD) for the nursing work environment and compassion satisfaction were 2.54 ± 0.34 and 33.40 ± 6.69 , respectively. As the results of hierarchical regression, staffing and resources ($\beta = 0.175$, $p = .002$) and collegial nurse-physician relationships ($\beta = 0.103$, $p = .038$) were significantly associated with compassion satisfaction. **Conclusion** Improving the nursing work environment could be an effective way to boost compassion satisfaction among nurses. Therefore, organizational support for adequate human resources and materials and mutual relations among nurses and physicians are needed. **Implications for nursing management** Improvements to the work environment and the management of human resource may increase compassion satisfaction in clinical nurses.

Zhang, H., & Tu, J. (2020). The working experiences of male nurses in china: Implications for male nurse recruitment and retention. *Journal of Nursing Management*, 28(2), 441-449. doi:<https://doi.org/10.1111/jonm.12950>

Aims To understand the working experiences and career trajectories of male nurses in China. **Background** Compared with developed countries, men were far more under-represented in the nursing profession in China. Little is known about the working experiences of Chinese male nurses and the contextual factors that contribute to their low participation rate in the nursing profession. **Methods** In-depth interviews with twenty-five male nurses and two hospital administrators were conducted. All interviews were analysed using thematic analysis. **Results** Chinese male nurses had better career prospects and promotion chances compared with female nurses. The extremely low participation rate of men in nursing was related to the prejudice among the general public as well as the low professional status and salary. Two unique contextual factors influenced the career trajectories of male nurses in China: (1) the major assignment mechanism in the college entrance examination and (2) the implementation of the two-child policy. **Conclusion** Although Chinese male nurses enjoyed many advantages compared with female nurses, they also encountered many difficulties related to working in a female-dominated profession. **Implications for Nursing Management** Appropriate measures should be taken to shift public attitudes towards male nurses, improve the professionalization of nursing and promote gender diversity and equity.

Zhang, Y., Li, Q., & Liu, H. (2020). From patient satisfaction to patient experience: A call to action for nursing in china. *Journal of Nursing Management*, 28(2), 450-456. doi:<https://doi.org/10.1111/jonm.12922>

Aim This commentary presents a preliminary overview of patient experience studies to advocate for advancing research and practice focusing on patient experience in nursing in China. **Background** There is a growing worldwide focus on evaluation of patient experience. Increasing numbers of national patient experience surveys have been conducted in China; however, nursing seems to be overlooked in this growing trend. **Evaluation** A systematic search and review of studies reporting patient experience in nursing was conducted with China National Knowledge Infrastructure (CNKI) from inception through 11 November 2019. **Key issues** Inappropriate use and expression of patient experience led to confusion and misunderstandings. High-quality studies specifically for patient experience was lacking, especially those adopting quantitative and mixed methods designs. Tools with adequate input from nursing were scant. **Conclusions** Patient experience studies in nursing are still nascent in China in terms of quantity,

quality and diversity. Implications for Nursing Management The concept of patient experience should be clearly defined through performing a systematic integrative review. Well-conducted qualitative, quantitative and mixed methods studies are especially needed. Nursing should be more involved in development of tool for measuring patient experience, and an instrument with a clear construct definition, systematically developed and psychometrically validated, constructed by nursing researchers will be valuable.

Yueh-Hsiu Lin, Guey-Shiun Huang, Yi-Lwun Ho, & Meei-Fang Lou. (2020). Patient willingness to undergo a two-week free trial of a telemedicine service for coronary artery disease after coronary intervention: A mixed-methods study. *Journal of Nursing Management*, 28(2), 407-416. doi:<https://doi.org/10.1111/jonm.12942>

AimTo understand the factors affecting willingness to use telemedicine in patients with coronary artery disease after coronary intervention. **Background**Telemedicine is a relatively new service provided to discharged patients in Taiwan, therefore, public acceptance is low. **Method**This mixed-methods study conducted between January and June 2014 used convenience sampling. In total, 140 patients were offered a two-week free trial of telemedicine services before hospital discharge. Participants completed structured questionnaires and answered semi-structured qualitative questions related to willingness to use telemedicine services. **Results**Patients' willingness to use telemedicine was not significantly correlated with experience using technology, perceived ease of use or computer self-efficacy; instead, it was based on trust in the hospital staff, opinions of the staff and ongoing support from the case manager. Reasons for their lack of willingness to use the service were mainly related to diseases, technology/equipment and environmental factors. **Conclusion**Staff support through telephonic tracking and real-time feedback can increase willingness to use telemedicine. **Implications for Nursing Management**Case managers can collect necessary personal information and offer the patients 24-hr services as a monitor, an instructor and a companion, thereby accommodating more patients, building value and strengthening telemedicine services.

Xu, J., Kunaviktikul, W., Akkadechanunt, T., Nantsupawat, A., & Stark, A. T. (2020). A contemporary understanding of nurses' workplace social capital: A response to the rapid changes in the nursing workforce. *Journal of Nursing Management*, 28(2), 247-258. doi:<https://doi.org/10.1111/jonm.12914>

AimTo provide an updated definition of the concept of nurses' workplace social capital that addresses changes in the contemporary nursing workforce. **Background**Social capital explains the components of a constructive work environment. Advancements in psychology of workplace and changes in the demographic structure of nursing workforce call for a revised version of nurses' workplace social capital. **Method**Walker and Avant's approach was implemented. Data were compiled from 'Medline' and 'CINAHL', 'Google' search engine, book chapters and expertise of nursing academicians. **Results**Nurses' workplace social capital is a relational network that is configured by interactions among healthcare professionals. Although, various attributes influence these interactions, Relational Network, Trust, Shared Understanding, Reciprocity and Social Cohesion are considered as the major attributes. A healthy relational network creates a healthy workplace which can be further fortified by effective communication, active group engagements and a supportive leadership. **Conclusions**Results of our concept analysis should establish a theoretical groundwork for nurse leaders to better build and more effectively lead the contemporary nursing workforce. **Implication for Nursing Management**Leaders' dedication to workplace social capital is the tenet of a constructive workplace, which in return can support nurses to flourish in their clinical and the other professional responsibilities.

Yanbing, S., Zhu, R., Wang, C., Shifan, H., Liu, H., & Zhiguang, D. (2020). Bibliometric analysis of journal of nursing management from 1993 to 2018. *Journal of Nursing Management*, 28(2), 317-331. doi:<https://doi.org/10.1111/jonm.12925>

AimThis study presents a general bibliometric overview of the developmental status of *Journal of Nursing Management* from its first issue (1993) to 2018. **Background**Bibliometric method is proved to be effective in analysing the publication characteristics and influence of a given journal, and it gained considerable interest from the scientific community in recent years. However, to the best of our knowledge, bibliometric approach was not previously used to analyse the publications of *Journal of Nursing Management*. **Methods**A total of 1,913 publications of *Journal of*

Nursing Management were retrieved from Scopus database. Bibliometric analysis was used to explore the dynamic trends of publications and to identify most influential authors, institutions, countries and research teams in this journal. This paper also uses the VOS viewer software to graphically map the hot topics of Journal of Nursing Management. Results After a rapid growth from 2006 to 2008, the number of publications of Journal of Nursing Management tends to stabilize with exception of several years in the latest 11 years. The top prolific institutions are mainly from the UK, Canada, Finland and Sweden, and Journal of Nursing Management has attracted increasing attention from researchers around the world. Nursing, nurses, management, leadership and job satisfaction are the most frequently used keywords in Journal of Nursing Management. Conclusion Nursing management, nursing leadership/leaders, nursing human resource management, nursing quality and safety management, nursing communication, and conflict management have always been popular topics in Journal of Nursing Management. Implications for Nursing Management This study informs scholars and managers within nursing management field about structured knowledge of the research status and development of Journal of Nursing Management.

Nyangu, I., & Nkosi, Z. Z. (2020). A simple tool to evaluate the antiretroviral therapy programme in primary health care setting of lesotho. *Journal of Nursing Management*, 28(2), 417-424. doi:<https://doi.org/10.1111/jonm.12944>

Aim An evaluative tool for the antiretroviral therapy programme was developed for use in the primary health care setting of Lesotho. Background Information on processes followed in the development of standardized and acceptable evaluative tools is not always available to practicing nurses. Methods Behaviours affecting the antiretroviral therapy (ART) programme were contextualized using the conceptual model for social programmes and Intervention Wheel framework. A convergent parallel mixed-methods design was used to describe perceptions and explore experiences of nurses and patients. The Instrument Development Construct Validation process was used to develop an evaluative tool that was pre-tested on 17 respondents. Results were analysed using SPSS (23), and internal consistency using Cronbach's alpha coefficient was .768. Results The tool collects information on staffing patterns, services offered, patients seen, time spent seeking services, consultation time, Antiretroviral (ARV) availability, staff adequacy, staff competency, equipment adequacy, service efficiency, activity documentation, patient satisfaction, job satisfaction, monitoring and evaluation. Conclusions The evaluative tool permits identification of factors affecting delivery of the ART programme, hence assisting nurses to improve services provided. Implications for nursing management This method can be used to develop evaluative tools to assess implementation of public health services and inform successes, challenges and recognize improvement approaches.

Zhang, J., Qiao-yuan Yan, & Yue, S. (2020). Nursing research capacity and its management in china: A systematic review. *Journal of Nursing Management*, 28(2), 199-208. doi:<https://doi.org/10.1111/jonm.12924>

Aims To review the studies on nursing research capacity and the managerial approaches that have been taken to promote nursing research capacity building in China. Background In the nursing profession, research has become increasingly important worldwide. Over the last two decades, continuous efforts have been devoted to improving nursing research capacity in China. However, the results of these efforts were rarely evaluated in a national scale. Evaluation A systematic literature review was conducted in accordance with the PRISMA checklist and guidelines. The literature was sourced from PubMed, CINAHL and two Chinese databases. In total, 19 articles were selected and their results were integrated, compared and analysed. Key issues The development of nursing research has become a recent phenomenon in China. Chinese nurses' perceptions regarding research were mostly positive. However, their participation in research activity has traditionally been minimal. The factors associated with nursing research capacity in China were nurses' personal characteristics and organisational contexts. Several effective strategies (e.g. on-the-job research education) have been used to promote nursing research capacity. Conclusion Currently, nursing research capacity in China is low despite hospital-promoting efforts. Systematic approaches need to be implemented to increase nursing research capacity in China in the near future. Implications for nursing management Nursing administrators need to seek innovative strategies to resolve issues (e.g. lack of research time and limited nursing research resources). They also need to strengthen their leadership skills in order to achieve the above objectives.

Kaw, N., Murray, J., Lopez, A. J., & Mamdani, M. M. (2020). Nursing resource team capacity planning using forecasting and optimization methods: A case study. *Journal of Nursing Management*, 28(2), 229-238. doi:<https://doi.org/10.1111/jonm.12905>

AimTo estimate the cost-minimizing size and skill mix of a nursing resource team (NRT). **Background**Nurse absences can be filled by an NRT at lower hourly cost than staffing agencies or nurses working overtime, but an NRT must be appropriately sized to minimize total cost. **Methods**Using all registered nurse (RN) absences at an academic teaching hospital from 1 October 2014 to 31 March 2018, we developed a generalized additive model (GAM) to forecast the weekly frequency of each of ten types of absence over 52 weeks. We used the forecasts in an optimization model to determine the cost-minimizing NRT composition. **Results**The median weekly frequencies for the ten absence types ranged between 12 and 65.5. The root mean squared errors of the GAMs ranged between 4.55 and 9.07 on test data. The NRT dimensioned by the optimization model yields an estimated annual cost reduction of \$277,683 (Canadian dollars) (7%). **Conclusions**The frequency of RN absences in a hospital can be forecasted with high accuracy, and the use of forecasting and optimization to dimension an NRT can substantially reduce the cost of filling RN absences. **Implications for Nursing Management**This methodology can be adapted by any hospital to optimize nurse staffing.

Mok, W. Q., Guey, F. C., Yap, S. F., & Wang, W. (2020). A cross-sectional survey on nurses' second victim experience and quality of support resources in singapore. *Journal of Nursing Management*, 28(2), 286-293. doi:<https://doi.org/10.1111/jonm.12920>

AimThe study aimed to investigate nurses' second victim experience and quality of support resources in Singapore. **Background**The second victim phenomenon, broadly described as the suffering of providers including nurses in the face of a clinical error, is often overlooked. **Methods**A cross-sectional questionnaire survey was adopted. A total of 1,163 nurses from an acute public hospital in Singapore took part in the study. The Second Victim Experience and Support Tool (SVEST) was employed to assess experience of second victims and the quality of support resources. **Results**The study results showed that nurses experienced second victim-related physical, psychological and professional distress. About 31.8% of the participants had turnover intentions, while 9.3% had absenteeism following an error. Nurses who are younger and less experienced were more likely to experience greater second victim response. Among the support options, peer support was rated as the most desirable. **Conclusion**Nurses, being at the forefront of care delivery, are especially susceptible to being a casualty of the second victim phenomenon. **Implications for Nursing Management**Acknowledging the second victim phenomenon, together with a strong organizational support, is essential in alleviating the trauma and assisting nurses with reconciliation in the aftermath of an unanticipated error.

Wells, J. S. G. (2020). Brexit in the "International year of the nurse and midwife" and its implications for nursing in the european union. *Journal of Nursing Management*, 28(2), 185-187. doi:<https://doi.org/10.1111/jonm.12955>

Zaid M Al-Hamdan, Muhsen, A., Alhamdan, M., Rayan, A., Banyhamdan, K., & Bawadi, H. (2020). Emotional intelligence and intent to stay among nurses employed in jordanian hospitals. *Journal of Nursing Management*, 28(2), 351-358. doi:<https://doi.org/10.1111/jonm.12932>

AimsThis study aimed to examine the relationship between Emotional intelligence (EI) and intent to stay and to identify their correlates among nurses. **Background**EI plays a significant role in nurses' practice, relationships, behaviours and decisions. **Methods**A descriptive, cross-sectional study was conducted with a sample of 280 registered nurses working in a public, a private and a university hospital in Jordan. A self-administered questionnaire was used to collect data from the participants. **Results**EI was significantly correlated with nurses' intent to stay ($r = .427, p < .01$). Some of the nurses' socio-demographic and work-related characteristics were found to predict EI and intent to stay. **Conclusion**The findings of the study came with a supportive knowledge about the positive impacts of EI on nurses' intent to stay. Improving both EI and intent to stay among nurses is important because it could have positive effects on organisations' decisions, policymaking process, quality of care, employee commitment and satisfaction. **Implications for Nursing Management**Nurse managers should pay attention to the EI of nurses during

recruitment considering various determinants of EI identified in the current study. Additionally, nurse managers might want to strengthen factors associated with more stay intent among their staff.

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AimsTo investigate the intent to leave or stay among Korean hospital nurses, and to identify what factors influence their intent to leave or stay.
BackgroundPrevious studies have simply measured nurses' intent to leave or stay; however, this study examines the associations of intent to leave and intent to stay with influential factors among Korean hospital nurses.
MethodsA cross-sectional study was conducted with 267 nurses working at four general hospitals in South Korea.
ResultThe influencing factors on intent to leave were organisational commitment, practice environment and burnout, while intent to stay was influenced by organisational commitment.
ConclusionThe study demonstrates that, for Korean hospital nurses, intent to leave and intent to stay are not simply contrary concepts, but are different concepts influenced by varying factors.
Implications for Nursing ManagementThis study clarifies the difference between the concepts of intent to stay and intent to leave, and demonstrates that the variables affecting Korean nurses' intent to stay and intent to leave differ from each other. Therefore, focusing on improving nurses' intent to either leave or stay would be effective when developing personnel management policies for nurses, thereby contributing to enhancing nursing practice.

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