



Report Information from ProQuest

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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	182015*

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

Diabetes management of older adults in nursing homes: A retrospective study

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To examine the diabetes management of older adults in nursing homes.

Background

Diabetes is an increasing problem in nursing homes, and diabetes care is defined as a neglected clinical area.

Methods

A retrospective collected data review of 166 older adults with known diabetes from four nursing homes.

Results

65% older than 75 years had HbA1c levels lower than 7.5% (58 mmol/mol), 74% older than 85 years had HbA1c levels lower than 8% (64 mmol/mol). The HbA1c levels were 7.3% (56 mmol/mol) for those who had three and more chronic disorders and 6.8% (51 mmol/mol) for those who had less than three chronic disorders. Individuals treated with insulin had higher HbA1c levels ($p < .001$) and glycaemia ($p = .002$). Age was associated with a number of chronic disorders ($p = .031$), a number of regularly prescribed medications ($p = .038$) and a number of medications as needed ($p = .009$).

Conclusions

More than half to three quarters have diabetes well-managed. Nevertheless, there is still some potential for improving diabetes care, and these findings warrant further research for improving diabetes management of older adults in nursing homes.

Implications for nursing management

Interventions designed to promote a healthy lifestyle, documenting individuals' target level and regular monitoring of glycaemia and HbA1c levels may help to improve diabetes management, which may result in better well-being and quality of life for older adults with diabetes in nursing homes.

The relationship between nurse managers' personality traits and their conflict management strategy preferences

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ABSTRACT (ENGLISH)

Aim

To investigate the relationship between nurse managers' personality traits and conflict management strategies.

Background

Despite the important role of personality traits in conflict management strategy preferences, no study to date has addressed the relationship between personality traits and conflict management in nurse managers.

Methods

A descriptive and cross-sectional design was applied. The study sample consisted of 114 nurse managers from six hospitals, and 111 participants completed forms for a total response rate of 97.36%.

Results

The main findings revealed that the conflict management strategies used by nurse managers participating were as follows: integrating (39.21, range = 29–45), avoiding (38.39, range = 23–65), compromising (31.51, range = 24–40), dominating (20.05, range = 12–28) and obliging (19.42, range = 14–25). It was seen that managers whose personality traits were extraverted, agreeable or conscientious chose the integration strategy to manage conflict, whereas managers with emotional inconsistency in personality traits preferred the avoiding strategy.

Conclusions

Nurse managers are important to effectively managing conflicts in the clinical environment. Personality trait may be linked to the successful management of conflict.

Implications for Nursing Management

Revealing the relationship between nurse managers' personality traits and associated conflict management strategies can help senior management organise useful training programmes to improve the conflict management capabilities.

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Vigilance and sleepiness in nurses working 12-hr shifts and their coping strategies

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ABSTRACT (ENGLISH)

Aim

To describe the progression of vigilance and sleepiness over the shift and the coping strategies of nurses working 12-hr day or night shifts.

Background

The spread of 12-hr shift work in nursing raises the question of whether sufficient vigilance can be maintained to ensure quality of care.

Method

18 nurses working 12-hr shifts filled out a Karolinska Sleepiness Scale questionnaire and a Brief Psychomotor Vigilance Test, at the beginning of the shift and then every 3 hr. Coping strategies and quality of care were assessed on self-administered questionnaires, filled out at 3 hr, 6 hr, 9 hr and 12 hr after the start of the shift.

Results

The present investigation did not show significantly excessive sleepiness or vigilance impairment or poor self-perception of quality of work during 12-hr nursing work shifts, although Psychomotor Vigilance Test results gradually deteriorated slightly over duty time (from start to end of shift). Certain coping strategies were preferred such as 'having a nap' later in the night shift.

Conclusion

Attention needs to be paid to the health status of nurses working 12-hr shifts, with regular medical monitoring by the occupational health service.

Implications for Nursing Management

Coping strategies to maintain sufficient vigilance to ensure quality of care should be facilitated.

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Featured Cover

Saiki, Masatoshi; Takemura, Yukie; Kunie, Keiko

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ABSTRACT (ENGLISH)

The cover image is based on the Original Article *Nursing Assistants' Desired Roles, Perceptions of Nurses' Expectations, and Effect on Team Participation: A Cross-Sectional Study* by Masatoshi Saiki et al., <https://doi.org/10.1111/jonm.13242>.

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Relationships between resilience, empathy, compassion fatigue, work engagement and turnover intention in haemodialysis nurses: A cross-sectional study

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To explore the relationships between resilience, empathy, compassion fatigue, work engagement and turnover intention in Chinese haemodialysis nurses.

Background

Although several studies explored nurses' turnover intention in multiple hospital wards, fewer studies focused on turnover intention and its predictors among nurses in dialysis care.

Methods

We conducted a cross-sectional study and adopted a two-stage sampling method to recruit 528 Chinese haemodialysis nurses. Multiple regression analysis was performed to explore the effects of resilience, empathy, compassion fatigue and work engagement on turnover intention.

Results

The prevalence of high and exceptionally high levels of turnover intention was 59.1% and 9.0%. Compassion fatigue had the strongest significant effect on turnover intention ($\beta = 0.276$), followed by work engagement ($\beta = -0.256$) and resilience ($\beta = 0.193$). Haemodialysis nurses in tertiary hospitals reported significant higher levels of turnover intention than those in secondary hospitals ($\beta = 0.127$).

Conclusions

Higher levels of compassion fatigue and lower levels of resilience and work engagement can result in higher turnover intention in haemodialysis nurses.

Implications for Nursing Management

Strategies such as resilience training programme, mindfulness-based intervention and establishing a positive work environment may be effective methods to improve resilience, reduce compassion fatigue, promote work engagement and decrease turnover intention.

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Anxiety, depression and cognitive emotion regulation strategies in Chinese nurses during the COVID-19 outbreak

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ABSTRACT (ENGLISH)

Aims

To explore the association between cognitive emotion regulation strategies and anxiety and depression among nurses during the COVID-19 outbreak.

Background

Nurses play a vital role in responding to the COVID-19 outbreak, but many of them suffer from psychological problems due to the excessive workload and stress. Understanding the correlation between cognitive emotion regulation strategies and anxiety and depression will promote targeted psychosocial interventions for these affected nurses.

Methods

This cross-sectional study of 586 nurses was conducted in Eastern China. Participants completed online questionnaires that investigated anxiety, depression and cognitive emotion regulation strategies.

Results

The prevalence of nurses' anxiety and depression was 27.6% and 32.8%, respectively. Lower self-blame, rumination and catastrophizing, as well as greater acceptance and positive refocusing, were related to fewer symptoms of anxiety or depression.

Conclusion

The cognitive emotion regulation strategies of acceptance and positive refocusing contribute to reducing anxiety or depression. These strategies should be considered when implementing psychotherapeutic interventions to improve nurses' adverse emotional symptoms.

Implications for Nursing Management

This study highlights the need to assess cognitive emotion regulation strategies use in screening for anxiety and depression. Nurse managers should develop psychosocial interventions including appropriate strategies to help nurses with adverse emotions during a pandemic.

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Experiences of nurses caring for patients with COVID-19 in Turkey: A phenomenological enquiry

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aims

This study aims to reveal the experiences of nurses who care for COVID-19 patients during this process.

Background

Nurses actively carry out their duties with regard to infection control and critical patient care in the frontlines since

the pandemic.

Methods

A phenomenological qualitative design was followed throughout the study. The study involved 19 nurses. The data were analysed through Colaizzi's seven-step method.

Results

Five themes were identified after the interviews; first meeting and getting caught unprepared, social isolation and loneliness, dilemma and conflict in professional roles, nursing: power born from difficulties and organisational expectations. Also, eleven sub-themes were identified.

Conclusions

The study showed the main findings regarding the experiences of the nurses in crisis instances. Although nurses felt stronger professionally, they needed the cooperation and psychosocial support of the community and health care team members. Nurses had expectations for the development of personal and social rights.

Implications for Nursing Management

It is thought that these results can act as a guide to understand the problems and needs of nurses as health care providers and to engender solutions so that a safe and reliable health care system that can effectively respond to future global disasters can be established.

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Work engagement and psychological distress of health professionals during the COVID-19 pandemic

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aims

To describe the level of work engagement of active health care professionals during the COVID-19 pandemic, and its relationship with psychological distress according to the professional category.

Background

Health care professionals working on the front line of the COVID-19 pandemic are at risk of psychological distress, and work engagement could be a positive attitude that could serve as a protective factor.

Methods

Cross-sectional observational study of 1,459 health care professionals. Psychological distress was measured with the General Health Questionnaire and work engagement with the Utrecht Work Engagement Scale. Data were analysed with bivariate analyses and correlations.

Results

Psychological distress was reported by 80.6% of health care professionals. Work engagement as high with a total mean score of 5.04 ($SD = 1.14$). The results showed that distressed professionals showed significantly lower levels of work engagement.

Conclusions

The present study identified psychological distress and work engagement experienced by health care professionals during the COVID-19 pandemic. Most of the variables included in the study revealed a significant relationship with psychological distress and work engagement.

Implications for Nursing Management

The relationship between the working conditions with psychological distress and work engagement suggests that improvements in the workplace are needed to promote protective measure for the mental health of health care professionals.

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Family caregivers' perceived level of collaboration with hospital nurses: A cross-sectional study

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To describe the extent of perceived collaboration between family caregivers of older persons and hospital nurses.

Background

Collaboration between hospital nurses and family caregivers is of increasing importance in older patient's care. Research lacks a specific focus on family caregiver's collaboration with nurses.

Method

Using a cross-sectional design, 302 caregivers of older patients (≥ 70 years) completed the 20-item Family Collaboration Scale with the subscales: trust in nursing care, accessible nurse and influence on decisions. Data were analysed with descriptive statistics and bivariate correlations.

Results

Family caregivers rated their level of trust in nurses and nurses' accessibility higher than the level of their influence on decisions. Family caregivers who had more contact with nurses perceived higher levels of influence on decisions ($p \leq .001$) and overall collaboration ($p \leq .001$).

Conclusion

Family caregivers' collaboration with nurses can be improved, especially in recognizing and exploiting family caregivers as partner in the care for older hospitalized persons and regarding their level of influence on decisions.

Implications for Nursing Management

Insight into family caregivers' collaboration with nurses will help nurse managers to jointly develop policy with nurses on how to organise more family caregivers' involvement in the standard care for older persons.

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Differences in beliefs on and implementation of evidence-based practice according to type of health care institution—A national cross-sectional study among Slovenian nurses

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To explore the differences in beliefs on and implementation of evidence-based practice in nurses working in different types of health care institutions.

Background

Optimal organizational context and knowledge are essential to support evidence-based practice and sustain the use of evidence in professional nursing practice.

Method

A cross-sectional study was conducted. A total of 1,014 nurses from 20 Slovenian hospitals and 29 primary health care centres participated. Variables included the following: Evidence-Based Practice Beliefs and Implementation Scale, educational and training activities, job satisfaction, job training, perceived research and evidence-based

practice knowledge, and access to databases.

Results

Beliefs on evidence-based practice were explained by evidence-based practice ($\beta = 0.249$) and research ($\beta = 0.162$) knowledge, length of employment ($\beta = 0.124$), job satisfaction ($\beta = 0.117$), training in evidence-based practice ($\beta = -0.092$) and holding a master's degree ($\beta = 0.077$). Implementation of evidence-based practice depended on beliefs ($\beta = 0.306$) and the type of health care institution ($\beta = 0.132$). The highest implementation result was seen in primary health care centres (<0.001).

Conclusion

Training in evidence-based practice and perceived knowledge of evidence-based practice significantly influence the beliefs on and implementation of evidence-based practice. Nurses employed at primary health care centres who had completed a task-shifting training programme achieved significantly better results for implementation of evidence-based practice.

Implications for Nursing Management

The indirect effects of development training programmes for the implementation of EBP have not yet been studied. Development activities and change implementation processes in nursing foster education and training opportunities, which have significantly influenced the implementation of EBP.

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Nurses' perception of teamwork and its relationship with the occurrence and reporting of adverse events: A questionnaire survey in teaching hospitals

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aims

To identify the levels of teamwork and its relationship with the occurrence and reporting of adverse events among Iranian nurses.

Background

Strengthening teamwork is emphasized worldwide for enhancing quality care and patient safety.

Methods

This study applied a cross-sectional survey design. A total of 327 Iranian nurses from eight teaching hospitals participated in a self-administered survey using simple random sampling. The Teamwork Perceptions Questionnaire was used to measure the teamwork. The frequency of occurrence and reporting of adverse events were measured with two questions. Data were analysed using descriptive analyses, independent t tests and logistic regression analysis.

Results

The mean teamwork score was 3.81 out of 5. Among the nurses, 48.0% had experienced adverse events in the past 6 months and 79.8% reported having an appropriate performance in adverse events reporting. Teamwork was significantly associated with lower occurrences of adverse events and better adverse events reporting. Specifically, nurses with higher situation monitoring (odds ratio (OR) = 0.47), mutual support (OR = 3.18) and team leadership (OR = 2.09) scores were more likely to report adverse events. Nurses with higher situation monitoring scores were less likely to experience the occurrence of adverse events (OR = 0.38).

Conclusions

Nurses' perception of teamwork was moderate to high. Teamwork was associated with the occurrence and reporting of adverse events. Further study is needed to identify the effects of teamwork training on the learning outcomes, including teamwork, occurrence and the reporting of adverse events among nurses.

Implications for Nursing Management

Nursing managers should consider multiple educational strategies including structured teamwork training to improve staff nurses' teamwork competency. Administrative initiatives and quality improvement projects are needed to increase nurses' performance in the reporting of adverse events through an accreditation process.

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The experiences of nurses infected with COVID-19 in Wuhan, China: A qualitative study

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To understand about the experiences and feelings of the nurses infected with COVID-19 when caring for patients with COVID-19.

Background

With the sudden outbreak of coronavirus disease 2019 (COVID-19), nurses take care of patients with COVID-19 and have a very high risk of being infected with severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2) themselves.

Methods

This study adopted a qualitative design of hermeneutic phenomenology. A purposeful sampling was used, and all data were collected through in-depth semi-structured telephone interviews then analysed using interpretative phenomenological analysis.

Results

The interview data generated 4 topics and 14 secondary topics. Four major themes were identified from this study, including 'experiences of infection', 'health belief', 'social support' and 'the pursuit of self-worth'.

Conclusions

Nurses infected by COVID-19 experienced a physical and psychological shock. They had a strong sense of responsibility and willingness to take risks. Providing professional psychological counselling and physical rehabilitation services are crucial.

Implications for Nursing Management

This manuscript provides nursing managers an understanding of the personal experiences and needs of clinical nurses in their work, especially during COVID-19. It is helpful for nursing managers to explore the greater driving force of nurses and prepare nursing human resources for greater challenges.

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Sialorrhoea Management Practices in Residential Older Adults Care Settings: A Qualitative Study

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

The aim of this research was to explore both older adults' and health care professionals' experience and views of sialorrhoea management practices in older adult residential care settings.

Background

Sialorrhoea is quite a bothersome symptom among patients with certain neurological conditions. The complexity of sialorrhoea and its complications can be quite challenging for health care professionals. In the management of sialorrhoea, a multidisciplinary approach is proposed as an effective way of sialorrhoea management.

Methods

Thematic analysis of collected data via semi-structured qualitative interviews with five focus groups involving 28 multidisciplinary health care members and 1 patient.

Results

The older adult and multidisciplinary health care professionals' view of the management of sialorrhoea in residential care settings were established under three main themes: 1) 'Sialorrhoea compromising patient's dignity', 2) 'Ad hoc local management' and 3) 'Further integration of care required'.

Conclusion

At present, there have been no comprehensive multidisciplinary sialorrhoea management strategies to meet the various needs of older adults with sialorrhoea.

Implication for Nursing Management

It is important to minimize the negative impact of sialorrhoea on the patients. The recognition of issues associated with sialorrhoea provides constructive scope for the health care professionals to further investigate and develop

Nurses' perceptions of the role of health organisations in building professional commitment: Insights from an Israeli cross-sectional study during the COVID-19 pandemic

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aims

To reveal the factors associated with nurses' professional commitment during the COVID-19 pandemic.

Background

During the first wave of the COVID-19 pandemic, the Nursing Division at the Israeli Ministry of Health and partners conducted a study to examine the nurses' perceptions towards a set of personal and professional circumstances that may affect their performance.

Method

A cross-sectional Web-based study was conducted in Israel. Study' participants included 817 community and hospital nurses. The Occupational Commitment Scale for Health Professionals during pandemic (PanHP-OCS) was used to gather data. Univariate and multivariate analyses explored associations between the PanHP-OCS score and demographic and professional variables.

Results

About 40% of 817 respondents reported having managerial roles ($n = 320$). Those who received specific pandemic-focused training had significantly better PanHP-OCS scores ($p < .001$). Most respondents expected their organisation to provide them emotional support. Linear regression explored the organisational commitment factor as the greatest contributor to nurses' professional commitment ($\beta = 0.284, p < .001$).

Conclusion

To enhance the nurses' professional commitment during the COVID-19 pandemic, training and emotional support must be emphasized in all types of nurses' workplaces.

Implications for nursing management

In a pandemic, health organisations must provide dedicated pandemic training, including proactive emotional support for nurses. Special attention should be given to community care.

Impact of a modified early warning score on nurses' recognition and response to clinical deterioration

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ABSTRACT (ENGLISH)

Aims

(a) Improve nurse knowledge of and confidence in responding to clinical deterioration through implementation of the Modified Early Warning Score tool and (b) improve nurse ability to react to patient deterioration in a timely manner.

Background

Recognition of clinical deterioration in hospitalized inpatients often occurs far after those signs initially present. The Modified Early Warning Score has been shown to assist with recognition earlier in the deterioration process.

Methods

Eighty-five nurses participated in a simulation-based intervention to implement the Modified Early Warning Score into their rural hospital. Group classroom sessions and individual high-fidelity simulation experiences were provided for participants. Twenty-nine nurses also participated in self-confidence and knowledge assessment testing.

Results

The simulation-based intervention significantly improved nurse knowledge ($t = 4.029, p < .01$) and self-confidence ($t = 3.698, p = <.01$). Chart reviews found a 34.1% increase in nurse action taken in response to signs of clinical deterioration.

Conclusion

Current study found that the Modified Early Warning Score tool as taught through a simulated patient experience is useful to prevent unrecognized deterioration.

Implications for Nursing Management

Suggests that a simulation-based intervention is effective for teaching and evaluating post-licensure nurses on acute clinical deterioration in inpatients.

Relationship between organisational dehumanization and nurses' deviant behaviours: A moderated mediation model

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ABSTRACT (ENGLISH)

Aim(s)

This paper investigated the impact of organisational dehumanization on nurses' deviant behaviours in the Pakistani health sector directly and indirectly through job stress. The study also examined the moderation role of occupational self-efficacy on the relationship between organisational dehumanization and job stress.

Background

While the attitudinal outcomes of organisational dehumanization have been a focus of research, its behavioural outcomes are a relatively ignored research area.

Method

Data were collected from 295 nurses working in hospitals across Pakistan via self-administered questionnaires with two measurement points to test the direct and indirect effects of organisational dehumanization.

Results

The hypothesized relationships were tested with SPSS 25 and the Process Macro Model 7. The results showed that organisational dehumanization increased deviant behaviours among nurses directly and indirectly via job stress. Moreover, occupational self-efficacy plays moderation role and weakens the relationship between organisational dehumanization and job stress.

Conclusion

This study contributes to the existing literature by concentrating on predictors that trigger deviant behaviour among nurses. It also assessed the mediating impact of job stress, an essential endeavour for researchers and practitioners.

Implications for Nursing Management

The study outcomes can help the health sector improve their strategies to address organisational dehumanization and deviant behaviour among nurses.

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Impact of safe nurse staffing on the quality of care in Portuguese public hospitals: A cross-sectional study

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ABSTRACT (ENGLISH)

Aim

To assess the impact of safe nurse staffing on the quality of care, based on the structure-process-outcome

approach, in Portuguese hospitals.

Background

Safe nurse staffing is essential for the quality of care in hospital settings, together with work environment, organisational commitment and nursing practices. However, there is little evidence of its analysis in the Portuguese context.

Method

A cross-sectional survey study was conducted using a sample of 850 nurses from 12 public hospital units in the central and northern regions of Portugal.

Results

The proposed structural equation model for quality assessment has a good fit ($\chi^2/df = 2.37$; CFI = 0.88, PCFI = 0.83; PGFI = 0.77, RMSEA = 0.04), showing the impact of safe nurse staffing, work environment, and affective and normative organisational commitment on the quality of care (mortality rate and adverse events). The mediating effect of nursing practices was also found.

Conclusion

Safe nurse staffing, which is compromised in 90% of the units, is a predictor of the quality of care through the mediating effect of nursing practices.

Implications for Nursing Management

The results not only highlight the need for urgent intervention but also support political decision-making with a view to improving the access to quality care.

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Leadership for professional advancement and evidence-based practice in UAE: Now more than ever

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Challenges experienced by ICU nurses throughout the provision of care for COVID-19 patients: A

qualitative study

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ABSTRACT (ENGLISH)

Aim

To explore the challenges experienced by ICU nurses throughout the provision of care for COVID-19 patients.

Background

The intensive care unit nurses, who are at the frontline of fighting against COVID-19 and defusing this crisis, are faced with various challenges throughout the provision of care for COVID-19 patients.

Methods

In this qualitative descriptive study, a total of 17 nurses working in intensive care units were selected using purposive sampling. Data were collected using semi-structured face-to-face interviews. After recording and transcribing interviews, the concepts were extracted using the content analysis method.

Findings

The nurses reported the four following challenges throughout the provision of care for COVID-19 patients: 'organization's inefficiency in supporting nurses', 'physical exhaustion', 'living with uncertainty' and 'psychological burden of the disease'.

Conclusion

The present study portrayed a clear understanding of the challenges faced by nurses working in intensive care units during the crisis of the COVID-19 pandemic based on their lived experiences.

Implications for Nursing Management

A profound understanding of these challenges in the current critical situation can help health care authorities adopt appropriate measures to resolve these challenges, provide health care facilities, support the health workforce, give accurate and evidence-based information and perform psychological interventions on how to handle the current crisis.

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The role of teamwork in the implicit rationing of nursing care: A systematic mixed-methods review

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ABSTRACT (ENGLISH)

Aim

To systematically evaluate the role of teamwork in implicit rationing care and how to improve teamwork.

Background

The implicit rationing of nursing leads to adverse effects for both patients and nurses. Therefore, how to reduce it has attracted increasing research attention. How teamwork may be an important factor in reducing implicit rationing care has become a focus of research.

Methods

Data between May 2000 and May 2020 were collected from five databases. The study was guided by the framework of a mixed studies review.

Results

Seventeen studies were chosen for review regarding efficient teamwork to reduce implicit rationing care. The following seven subthemes with positive effects that improve teamwork and reduce implicit rationing care were formed: (a) improving knowledge and skills; (b) promoting effective communication; (c) building mutual trust; (d) reducing turnover intention; (e) reasonable staffing; (f) division of responsibilities; and (g) cultivating team consciousness.

Conclusions

Teamwork can decrease implicit care and is influenced by many factors, but the intervention is singular. In the future, teamwork can be further improved to reduce implicit care.

Implications for Nursing Management

With more intervention research in the future, leadership and team-oriented roles can be used to complete all the care needed.

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Multidimensional factors affecting care needs in daily living among community-dwelling older adults: A structural equation modelling approach

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ABSTRACT (ENGLISH)

Aims

To develop a model illustrating the factors that can influence care needs in daily living (CNDL) of older adults and the pathways between these.

Background

The care needs in community-dwelling older adults have increased sharply. A better understanding of the elderly's

CNDL would thus help policymakers define which types of support and services should be given.

Methods

A multicentre study with structural equation modelling was conducted in this study. We recruited 3,448 community-dwelling older adults in China by using a stratified random cluster sampling technique.

Results

Physical and mental health was the strongest predictor of CNDL. Both age and living situation had positive effects on CNDL, while economic factors, social support and family support were the major risk factors for CNDL.

Conclusion

The presented model provides a better understanding of how to address CNDL in the targeted population. The older adults who are the oldest, low-income, non-empty nesters, and with poor self-rated health or the signs of loneliness should be firstly targeted for daily assistance.

Implications for Nursing Management

Using this model could provide health authorities and managers with the information of distinguishing between the priority group and the strategies for easing the caregiving burden in older adults care, and thus improving resource utilization.

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Explaining the effect of authentic and ethical leadership on psychological empowerment of nurses

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ABSTRACT (ENGLISH)

Objective

This study aimed to explain the effect of authentic and ethical leadership on the psychological empowerment of nurses.

Background

Ethics-related leadership styles can play an important role in improving employee performance by influencing job satisfaction. However, no study has investigated ethics-related leadership and its impact on the psychological empowerment of nurses.

Method

The present study is a descriptive correlational study with emphasis on structural equations. A random sample of

384 nurses in public hospitals in Tehran responded to three self-report questionnaires.

Results

The authentic leadership variable explains 74.5% of the variance of the psychological empowerment variable. In addition, the variable of ethical leadership explains 87.7% of the variance of psychological empowerment variable.

Conclusion

Ethical and authentic leadership is effective on the nurses' psychological empowerment.

Implications for nursing management

Ethical and authentic leadership is necessary for managers to psychologically empower nursing staff. Increasing awareness of capabilities of nurses and how decisions and behaviours affect them, balanced information processing, observance of ethics in the workplace, transparency in communication, information and power sharing, all impact justice in the workplace.

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Entrepreneurial nurses in the literature: A systematic literature review

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ABSTRACT (ENGLISH)

Aim

This study explores the main characteristics of entrepreneurial nursing.

Background

Nurses have acted entrepreneurially in a multitude of ways since the very beginning of the nursing profession. Still, it is unclear what it means for a nurse to be entrepreneurial. Entrepreneurial nurses are often described inconsistently, by non-inclusive terms not founded in research. There is a need to examine the essence of entrepreneurial nursing roles.

Method

I conducted the research as a systematic literature review of 647 documents. Analysing empirical descriptions of entrepreneurial nurses' employment status, contexts, knowledge, activities, barriers and motivations led to the description of two entrepreneurial nursing roles.

Results

The employment status of entrepreneurial nurses represents an important difference in their activities, challenges and motivations.

Conclusions

Entrepreneurial nurses may act as nurse entrepreneurs or nurse intrapreneurs. These roles are empirically rooted in the field of nursing and theoretically rooted in the field of entrepreneurship.

Implications for Nursing Management

Entrepreneurial nurses are influenced by the support they get and the challenges they face in the health care system. Knowing the characteristics of entrepreneurial nurses is important for nurse managers, as they lead

Anxiety, job satisfaction, supervisor support and turnover intentions of mid-career nurses: A structural equation model analysis

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ABSTRACT (ENGLISH)

Aims

To explore the effects of four predictors of anxiety (work constraints, work/family conflict, verbal abuse and negative team orientation) among nurses and their subsequent effects on job satisfaction and turnover intentions; and to examine the moderating effect of supervisor support on the relationship between job satisfaction and turnover intentions.

Background

Work-related anxiety is a well-known predictor of employee burnout. Research suggests the prevalence of stress in the workplace varies by occupation, with stress among nurses one of the highest.

Methods

We employed data from the 2015 national survey of licensed registered nurses (n=1,080). We assessed the conceptual model using partial least squares structural equation modeling (PLS-SEM).

Results

Work constraints, work/family conflict, and negative team orientation lead to anxiety, which diminished job satisfaction and ultimately increased turnover intentions. Supervisor support weakened the job dissatisfaction–turnover relationship.

Conclusions

These findings suggest that the common experiences reported by health care professionals lead to anxiety and ultimately turnover intentions and emphasize the role of supervisor support.

Implications for Nursing Management

The supervisor's role is crucial to the implications of workplace-generated anxiety for nurse job satisfaction and turnover intentions. As such, nurse managers need to develop tangible strategies to help nurses navigate these contextual constraints.

Does the glass elevator still work: A descriptive and cross-sectional study in the context of gender in Turkey

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ABSTRACT (ENGLISH)

Aim

To analyse the glass elevator in nursing, evaluating this concept within the conceptual context of nurse managers' perceptions of gender.

Background

Glass elevator is defined as the rapid promotion of men to upper positions in certain professions in which women comprise the majority, such as nursing.

Methods

Data were collected from 134 nurse managers. Participants selected one of four resumes belonging to four virtual candidates for an open management position. They, then completed the Perception of Gender Scale.

Results

Nurse managers mostly selected men among the four candidates submitted to them for promotion to upper positions. None of the nurse managers' characteristics caused a statistically significant difference regarding the gender of the candidate they selected. No statistically significant difference was found between the perception of gender scores of those who selected female or male candidates.

Conclusions

Men are two times more likely to be selected than women when selecting candidates for promotion with the same qualifications. This was not caused by the decision-makers' or nurse managers' personal and professional characteristics nor their perceptions on gender.

Implications for Nursing Management

The psychological mechanisms that operate the 'glass elevator' in favour of men should be analysed in greater depth.

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Nursing assistants' desired roles, perceptions of nurses' expectations and effect on team participation: A cross-sectional study

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ABSTRACT (ENGLISH)

Aims

To examine the gap between nursing assistants' desired roles and their perceptions of nurses' expectations, and the relationship between these perceptions and nursing assistants' nursing team participation.

Background

Nursing assistants' role perceptions may be related to their participation in nursing teams.

Methods

We performed a secondary analysis of questionnaire data from 1,316 nursing assistants in Japan.

Results

Participants rated their desired roles higher than their perceptions of nurses' expectations of them. Where perceptions of nurses' expectations were higher, higher desired role scores were associated with greater nursing team participation. Where perceptions of nurses' expectations were lower, the desired role score was not associated with team participation.

Conclusions

Nursing assistants perceive their roles as higher and inclusive of more duties than what nurses have expected of them. When perceptions of nurse expectations were high, they performed at a higher level. When perceptions of nurse expectations were low, they performed at a lower level, despite their desire to do more.

Implications for Nursing Management

It may be useful for nurses and nursing assistants to jointly reflect on and promote awareness of nursing assistants' functional roles in the ward. This would promote nursing assistant team participation and optimize their scope of practice.

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Comparing infection control and ward nurses' views of the omission of infection control activities using the Missed Nursing Care Infection Prevention and Control (MNCIPC) Survey

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ABSTRACT (ENGLISH)

Aim

To compare the perceptions of nurses with infection control expertise and ward nurses as to what infection control activities are missed and the reasons why these activities are omitted.

Background

Infection prevention activities are viewed as important for reducing health care-acquired infections (HAIs) but are often poorly performed.

Methods

Data were collected through the Missed Nursing Care Infection Prevention and Control (MNCIPC) Survey delivered to 500 Australian nurses prior to COVID-19.

Results

Significant differences were found on the mean scores between infection control and other nurses on ten items. In eight cases, five relating to hand hygiene, infection control specialists viewed the activity as more likely to be missed. Factors viewed as having greater contribution to omission of infection control prevention were as follows: 'Patients have to share bathrooms', 'Urgent patient situation' and 'Unexpected rise in patient volume and/or acuity on the ward/unit'. Infection control nurses were more likely to highlight the role of organisational and management factors in preventing effective infection control.

Conclusions

Differences in response between nurses suggest that the extent of omission of infection control precautions may be under-estimated by ward nurses.

Implications for Nursing Management

Infection control specialists are more likely to identify organisational barriers to effective infection control than other nurses. Work demands arising from pandemic management may contribute to infection control precautions being missed.

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The actual–ideal gap in work–life balance and quality of life among acute care ward nurses

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ABSTRACT (ENGLISH)

Aims

To describe the current situation of the work–life balance gap among acute care ward nurses and assess its

association with quality of life (QOL).

Background

Nurses who spend more time at work than on their personal lives are reported to have lower QOL. To capture the actual–ideal work–life balance gap among nurses with different backgrounds, time spent on work, family and private life must be examined.

Methods

This cross-sectional study included 228 nurses from 3 Japanese acute care hospitals.

Results

Work gap scores and family gap scores for nurses living alone were significantly higher and lower, respectively, than those for nurses living with family. Moreover, the QOL score decreased with increase in the work–life balance gap for nurses.

Conclusions

Nurses living alone had greater work burden than nurses living with family. Conversely, living with family may protect nurses' family lives. The work–life balance gap was associated with QOL.

Implications for Nursing Management

Addressing the gap between the actual–ideal proportions in work–life balance is important for improving nurses' QOL and work–life balance. Flexible working options and policy changes may also improve their work–life balance and QOL.

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Sources of satisfaction, dissatisfaction and well-being for UK advanced practice nurses: A qualitative study

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ABSTRACT (ENGLISH)

Aims

To examine and explore organisational and role conditions that promote or inhibit job satisfaction and workplace well-being for advanced practice nurses.

Background

The advanced practice role is common across the world. Research shows it is well regarded by patients and improves patient outcomes, but there is little evidence about what the role is like for nurses.

Methods

A subsample of an existing cohort of advanced practice nurses were invited for interview. Twenty-two nurses were interviewed over the phone. Interviews transcripts were analysed using thematic analysis.

Results

Four themes were derived from the data; 'the advanced nurse role and professional identity', 'feeling exposed', 'support for the advancement of the role' and 'demonstrating impact'.

Conclusion

Nurses report considerable dissatisfaction with role identity and concerns relating to isolation on a daily basis, and these negatively affect well-being. However, they also identified significant satisfaction with the role, particularly when well supported and able to recognize the unique contribution that they made to the lives of patients and to their organisations.

Implications for nursing management

Clear role definitions, provision of high-quality clinical supervision and addressing issues of isolation are likely to improve the job satisfaction of advanced practice nurses.

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Identifying periodicity in nurse call occurrence: Analysing nurse call logs to obtain information for data-based nursing management

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ABSTRACT (ENGLISH)

Aim

To verify our hypothesis that 'there is periodicity in nurse call occurrence'.

Background

It is difficult to plan nursing management because nursing tasks can vary widely, seemingly at random. One of the most useful pieces of information for decision-making is periodicity. If periodicity is present, it should be possible to predict the occurrence of tasks and make preventive strategies. In this study, we focused on the nurse call, which plays an important role in nursing practice.

Method

We used nurse call logs that accumulated automatically when patients pushed the button. Data were obtained from 1 January 2014 to 30 September 2017 (1,369 days) in a university hospital. The total number was 5,982,935. Periodicity was verified by the autocorrelation function.

Results

The value of the autocorrelation function increased regularly, which demonstrates there was periodicity in nurse call occurrence.

Conclusion

Our hypothesis was accepted. The presence of periodicity indicates that nurse call occurrence is not a random event

but has a pattern.

Implications for Nursing Management

If we can identify patterns such as the time that nurse calls frequently occur, managers can implement two strategies: one, assigning more nurses and two, moving tasks other than nurse calls to another time.

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Effects of self-rated workload and nurse staffing on work engagement among nurses: A cross-sectional survey

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ABSTRACT (ENGLISH)

Aim

To analyse net effects of self-rated workload and nurse staffing (nurse-to-patient ratio and staff skill mix) on work engagement among clinical nurses.

Background

Improving nurses' engagement is necessary to enhance patient outcomes, so factors that influence engagement should be explored.

Methods

A cross-sectional study was conducted in 1,428 registered nurses from 145 units of 11 hospitals. A hierarchical linear model was used to analyse the data.

Results

Self-rated workload had a negative effect on engagement ($\beta = -0.353$, $p < .001$, effect size (f^2) = 14.20%), while only one index of skill mix (percentage of nurses with ≤ 5 work years) had a significant effect on engagement, which was positive ($\beta = 0.258$, $p < .05$, $f^2 = 8.50\%$). These two variables explained 22.7% of the variance of engagement at the unit level ($R^2_{\text{between}} = 22.7\%$, $p < .05$). No significant effect of staffing on self-rated workload was found.

Conclusions

Self-rated workload had more effect on engagement than did staffing, and factors that influence self-rated workload need to be explored.

Implications for nursing management

Balancing the mix of experience levels in nursing teams may improve work engagement. Managers should pay attention to multiple strategies to motivate nurses to engage in work in clinical practice.

Medical error reporting among doctors and nurses in a Nigerian hospital: A cross-sectional survey

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ABSTRACT (ENGLISH)

Aim

To compare doctors' and nurses' perceptions of factors influencing medical error reporting.

Background

In Nigeria, there is limited information on determinants of error reporting and systems.

Methods

From the total workforce ($N = 600$), 140 nurses and 90 doctors were selected by random sampling and completed the questionnaire February to March 2017.

Results

All 140 nurses and 90 doctors approached responded. Inter-professional differences in response to sentinel events showed that 55/140, 39.3% nurses and 48/90, 53.3% doctors would never report wrong medicines administered and 49/138, 35.5% nurses and 35/90, 38.9% doctors would never report a haemolytic transfusion error. Some respondents (72/140, 51.4% nurses vs. 29/90, 32.2% doctors) were unaware of reporting systems. Most (77/140, 55% nurses vs. 48/90, 53.3% doctors) considered these to be ineffective and confounded by a 'blame culture'. Perceived barriers included lack of confidentiality; facilitators included clear guidelines about protection from litigation.

Conclusions

Error reporting is suboptimal. Nurses and doctors have a minimal common understanding of barriers to error reporting and demonstrate inconsistent practice.

Implications for Nursing Management

Suboptimal reporting of serious adverse events has implications for patient safety. Managers need to prioritize education in adverse events, clarify reporting procedures and divest the organisation of a 'blame culture'.

Understanding nurse preceptors' experiences in a primary health care setting: A descriptive qualitative study

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ABSTRACT (ENGLISH)

Aim

This study sought to understand primary health care nurse preceptors' experiences of precepting junior nurses.

Background

Nurse preceptors provide clinical teaching to nurses and pre-registration nurses and play a supervisory role in their work. The demand for preceptors in the primary health care setting is on the rise, and there is a huge responsibility placed on them on top of their routine workload.

Methods

A descriptive qualitative approach was adopted, and purposive sampling was used to select the participants. 14 nursing preceptors across six polyclinics were interviewed. Thematic analysis was used to analyse the data.

Results

The analysis revealed three themes: (1) a vessel for transferring knowledge; (2) building a therapeutic relationship; and (3) overcoming organisational barriers.

Conclusion

In light of the study's findings, strategies to address the insufficient knowledge of nurse preceptors, lack of recognition and preceptorship opportunities must be developed.

Implications for Nursing Management

More attention and opportunities for nurse preceptors' professional development such as courses to enhance their knowledge on educational and research developments as well as teaching seminars to maintain and build effective relationships with their preceptees. In addition, recognizing the role of nurse preceptors as a pillar of guiding the future generation of nurses and research to support nurse preceptors in their training cannot be undermined.

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Nurse empowerment—Linking demographics, qualities and performances of empowered Filipino nurses

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ABSTRACT (ENGLISH)

Aim

To determine the relationships among demographics, self-assessed empowerment qualities and performances of empowered nurses.

Background

Nursing empowerment plays a pivotal role in improving nurses' performances, work productivity, efficiency, and effectiveness. There is a dearth in the literature that focuses on their relationships.

Methods



Using a descriptive correlational design, 201 bedside nurses employed in the National Capital Region, Philippines, were recruited via purposive sampling. With ethical considerations, nurses were asked to fill-up an online questionnaire that includes demographics, Qualities of an Empowered Nurse Scale and Performances of an Empowered Nurse Scale.

Results

Filipino nurses are moderately empowered both in their qualities and in their performances. Pearson's correlation revealed that demographics, qualities and performances have statistically significant relationships. Multiple regression analysis identified age as a predictor of empowerment qualities, and age, employment status and qualities as predictors of empowerment performances.

Conclusion

Results indicated that the nurse's level of empowerment increases as the nurse grows older, becomes tenured at work and embodies higher empowerment qualities and performances.

Implication for Nursing Management

Nurse managers must consider nurse's demographics, qualities and performances in creating an empowering work environment for their staff. They can use the results to develop programmes that aim to increase a nurse's level of empowerment.

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Nursing and values-based leadership: A literature review

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ABSTRACT (ENGLISH)

Aim

To explore literature that supports an understanding of values-based leadership in nursing.

Background

Understanding values-based leadership in nursing means understanding several leadership theories such as authentic, servant and congruent leadership.

Evaluation

Electronic databases were systematically searched to locate studies with the terms values-based, authentic, servant and congruent leadership. The literature was assessed with the Joanna Briggs Institute Critical Appraisal Tools and the Preferred Reporting Items for Systematic Reviews and meta-analysis approach and a thematic analysis.

Key Issues

Existing evidence focuses on specific perspectives within three dominant leadership approaches under the umbrella of values-based leadership: authentic, servant and congruent leadership. Limited literature suggests that values-based leadership can support professional collaboration, enhanced trust and voice for nurses, support for staff well-being, empowerment, job satisfaction, patient-focused outcomes and quality care.

Conclusions

A dearth of empirical literature concerning values-based leadership and nursing exists. Evidence suggests that authentic, servant and congruent leadership correlate with values-based leadership theories and core nursing values.

Implications for Nursing Management

Nurse managers should recognize the potential benefits of a values-based leadership approach for staff well-being, enhanced professional collaboration and the nurses voice, improved insight into clinical leadership attributes and improvements in quality patient care.

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A qualitative study of family members' experiences of their loved one developing dementia and their subsequent placement in a nursing home

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ABSTRACT (ENGLISH)

Aim

To investigate the family members' experiences with receiving help and support while their loved one develops dementia and their subsequent placement in nursing homes.

Background

As the dementia disease progresses, some family members will struggle with the option of nursing home placement. This situation can precipitate feelings of anger, disappointment and guilt, all of which can be overwhelming.

Methods

A qualitative descriptive study with in-depth interviews ($n = 19$) was carried out in several nursing homes of Slovenia's North Eastern Region.

Results

Inductive thematic analysis identified two main themes: (i) developing the diagnosis and (ii) accommodation process. Family members noticed the progressive behavioural changes in their loved ones. While they were searching for help at the primary health care level, they experienced a lack of help and support.

Conclusions

When family members detect behavioural changes in their loved ones, the primary health care team should establish an early diagnosis of dementia and provide adequate decision-making support.

Implications for Nursing Management

The findings are useful to prepare guidance for a family member to inform them of the types of support available and from which associations and organisations. To achieve adequate management support, primary health care teams need to be aware of family member experiences.

Professional empowerment among Portuguese nursing staff: A correlational study

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ABSTRACT (ENGLISH)

Aim

To identify the level of professional empowerment in hospital nurses and describe the relationship between sociodemographic variables and professional empowerment.

Background

Professional empowerment is positively related to work effectiveness, job satisfaction and organisational and professional commitment.

Method

Data on professional empowerment were collected by surveying 365 nurses in a Portuguese hospital, with the Portuguese versions of 'Conditions of Work Effectiveness Questionnaire-II' and the 'Psychological Empowerment Instrument'.

Results

Overall, psychological empowerment scored 66.2 (standard deviation = 8.9, with 'meaning' scoring highest and 'impact' scoring lowest), whereas structural empowerment scored 18.6 (standard deviation = 3.3, with 'opportunity' and 'informal power' scoring highest and 'resources' scoring lowest). The factor 'age' correlated positively with 'self-determination', 'impact' and 'psychological empowerment', as well as with 'informal power', 'resources' and 'structural empowerment'. Lastly, 'competence' correlated negatively with 'formal power', 'information' and 'structural empowerment'.

Conclusion

There is a relationship between demographic variables and empowerment, and between structural and psychological empowerment.

Implications for nursing management

Professional empowerment is related to organisational results, so it is important to reinforce and optimize organisational structures. Empowerment can be achieved with access to structures that promote empowerment, particularly resources.

Nurses' experiences of being recruited and transferred to a new sub-intensive care unit devoted to COVID-19 patients

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ABSTRACT (ENGLISH)

Aim

To describe the experiences of Italian nurses who have been urgently and compulsorily allocated to a newly established COVID-19 sub-intensive care unit.

Background

In the context of the COVID-19 pandemic, no studies have documented the experience of nurses urgently reallocated to a newly created unit.

Method

A qualitative descriptive study. Twenty-four nurses working in a sub-intensive care unit created for COVID-19 patients participated in four focus groups. Audio-recorded interviews were verbatim-transcribed; then, a thematic analysis was performed.

Results

The experience of nurses was summarized along three lines: (a) 'becoming a frontline nurse', (b) 'living a double-faced professional experience' and (c) 'advancing in nursing practice'.

Conclusions

Nurses who experienced being mandatorily recruited and urgently reallocated to a COVID-19 unit lived through a mix of negative feelings in the early stages, a double-faced situation during the episode and, at the end, the perception of global growth as a person, as a team and as a professional.

Implication for nursing management

Nurse managers could play a key role in identifying and preparing nurses in advance to mitigate their concerns and their sense of unpreparedness. The value attributed to nursing care should be promoted both during and after the current COVID-19 pandemic.

Nurses' post-traumatic stress symptoms and growth by perceived workplace bullying: An online cross-sectional study

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ABSTRACT (ENGLISH)

Aim

The aim of this study was to explore the relationship between workplace bullying and mental health, focusing on the indirect effect of post-traumatic stress responses and moderation of nurses' perception of workplace bullying.

Background

Post-traumatic stress symptoms frequently result from workplace bullying, but how nurses' individual appraisals relate to negative consequences is unclear.

Method

A cross-sectional online survey was conducted with 319 Korean nurses; participants were divided into the perceived and non-perceived workplace bullying groups. Moderated mediation models were tested using structural equation modelling with Stata version 16.

Results

Regardless of nurses' appraisals, higher levels of workplace bullying were associated with poor mental health. Post-traumatic stress symptoms indirectly impacted the relationship in both groups, but post-traumatic growth did not. The perceived group showed a partial negative association between post-traumatic growth and mental health.

Conclusion

It is necessary to develop systems for early detection of mental health problems to create safe work environments not only for nurses who perceive workplace bullying but also for those who do not.

Implications for Nursing Management

Staff education and institutional support that consider PTSS are recommended for all nurses.

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'I Accelerate' model: A grounded theory on conceptual framework of patient experience with nursing care in China

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To develop a conceptual framework of patient experience with nursing care.

Background

Patient experience includes several aspects of health care delivery that patients value highly when they seek and receive care and is now increasingly used to evaluate the quality of care. Nurses are the backbone of the health care system, and patient experience with nursing care significantly influences the overall patient satisfaction and hospital performance. However, the conceptual framework of patient experience with nursing care is not clear.

Method

This grounded theory study employed in-depth interviews with 37 inpatients between March and May 2020.

Results

An explanatory theoretical framework of the patient experience with nursing care emerged and was termed the 'I Accelerate' model; 'I Accelerate' stands for information and interpretation, appropriate attitude, close monitoring of progress, continuity of care, education, linking of the medical team, emotional support, responding to requests promptly, admission and discharge coordination, technical skills, and environment management, highlighting professional, emotional and coordinating functions of nurses.

Conclusions

This study resulted in a holistic nursing care model based on patients' views, values and preferences.

Implications for Nursing Management

To create a more therapeutic nurse–patient relationship and a more patient-centred health care system, hospital administrators, nursing managers and nursing practitioners should understand what patients desire and expect. Efforts should be made to explore the barriers and facilitators of using patient experience for quality improvement and to further determine how these patient-perceived attributes of nursing care can be rooted in the daily practice through organisational changes, culture shaping and staff education. There should be recognition of the potential need for psychological and emotional support, as well as of the importance of meeting communication and information needs.

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Identifying the components of spirituality affecting the resilience of nurses

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To identify the components of spirituality that affect the resilience of nurses in the coronavirus service.

Background

The nursing profession experiences a great deal of stress at work because of high concentration in the work. This leads to serious physical and psychological consequences that make their resilience challenging.

Methods

The current study is descriptive qualitatively by type and inductive by approach. The study's statistical population consisted of nurses from the Iranian coronavirus service, and a sample of 11 nurses were selected using a teleological sampling method. An interview tool was used to collect qualitative data, and the thematic analysis technique was used to analyse interview data.

Results

The main research issue was studied using the thematic analysis technique, and seven main themes were identified as the components of effective spirituality affecting the resilience of nurses in the coronavirus ward in Iran.

Conclusion

The results of data analysis showed that seven components affecting the resilience of nurses in the Corona ward are religious values, morality, self-awareness, patience and hope, wisdom, voluntary activities and the otherworld belief.

Implications for Nursing Management

The Nursing Ethics Code, which intended to supplement the guidelines on health ethics for all nurses in education, research, management, health and clinical services, focuses directly on the nurses' performance in patient care.

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Strategies for reducing hospital nurse turnover in South Korea: Nurses' perceptions and suggestions

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ABSTRACT (ENGLISH)

Aim

To explore the South Korean nurses' perspectives on the current hospital working conditions in order to identify causes of persistent high turnover rates among the nurses.

Background

High turnover rates of hospital nurses continue to pose a serious challenge to South Korean health care system despite the government's recent efforts to improve working conditions. Many studies in the past had examined factors related to the turnover and provided only a partial understanding of turnover predictors. However, nurses' perceptions on the current working conditions must be considered to explore possible causes of continued high turnover, to identify solutions and to improve working conditions by addressing nurses' concerns.

Method

This study is a qualitative study using focus group interviews with 33 nurses from 11 South Korean hospitals.

Results

Three main themes and eight subthemes related to reducing hospital nurse turnover were identified.

Conclusions

To address hospitals' nursing shortages in South Korea, it is important to address poor work environments.

Implication for Nursing Management

This study showed that more transformational policies should be developed and implemented to change working

conditions by reducing excessive workloads and improve how nurses are treated and viewed so as to retain existing nurses and ease the nurse turnover rates.

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Exploring mediating effects between nursing leadership and patient safety from a person-centred perspective: A literature review

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aims

To evaluate the mechanism through which nursing leadership impacts patient safety.

Background

Patient safety has received considerable attention among policymakers, governments and public sectors with the emphasis in health care settings on minimizing the risk to patients. Claims are made leadership plays a crucial role in patient safety. However, the incidents of adverse events are consistently high in hospitals.

Evaluation

Published English-only research articles that examine the mechanism by which nursing leadership impacts patient safety were selected from seven electronic databases and manual searches. Data extraction, quality assessments and analysis were completed for ten research studies.

Key issues

There is evidence of significant mediating effects between nursing leadership and decreased adverse patient outcomes specifically with regard to workplace empowerment, leader–nurse relationship and the quality of the care environment.

Conclusion

The findings suggest that nursing leadership has a significant indirect impact on patient safety outcomes. From a person-centred perspective, the care environment requires workplace empowerment and effective relationships between leaders and nurses.

Implications for Nursing Management

To improve patient safety outcomes, managers must strive to emphasize workplace empowerment, leader–nurse relationship and the quality of the care environment. Managers must consider these domains as part of an effective workplace culture.

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Self-efficacy, empowerment and power of middle nurse managers in Cyprus: A correlational study

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To investigate the perceived self-efficacy, structural empowerment and power of middle nurse managers before the implementation of a major reform of public hospitals in Cyprus.

Background

Nurse managers' self-efficacy is important as it makes a difference in nurses' motivation and the way they feel, think and behave. Empowerment promotes workers' engagement at work, leading to positive performance outcomes.

Methods

This is a descriptive correlational study with a sample of 175 nurse managers. It was conducted during March–April 2019.

Results

The results showed that nurse managers perceived relatively high scores of self-efficacy, moderate levels of empowerment and moderate levels of both formal and informal power. Access to resources has been recorded as low. Statistically significant correlations have been found between self-efficacy, age and work experience. Nurse managers with a bachelor's degree had a higher informal power than those with a master's degree.

Conclusions

The present study provides recommendations for maintaining and enhancing the self-efficacy, empowerment and power of nurse managers in the evolving conditions of health care reforms.

Implications for Nursing Management

Nurse managers need to improve their access to empowerment structures and be involved in policy decision-making, future planning, organisation and control, aiming for the improvement of services and care that they provide.

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Synthesizing core nursing skills to support behavioural-based interviews for nurses in the UAE: A nominal group study

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To develop a bank of core clinical and performance skills to inform the future development of structured interview questions to aid the recruitment of nurses in the United Arab Emirates (UAE).

Background

The UAE depends on expatriate nurses with variable clinical and educational backgrounds. Given the global shortage of nurses, the UAE requires innovative recruitment methods to attract and retain quality nurses and ensure high-quality health care services.

Method

Three cycles of a virtual nominal group technique (NGT) were used to elicit consensus from thirty ($n = 30$) frontline nurses on the core clinical and performance skills needed to work in three specialty areas (paediatric, outpatient and telemetry/transitional care).

Results

Ten performance skills and ten clinical skills were identified for each specialty area. Performance skills included communication and critical thinking with key clinical skills being medication administration/use, cardiac monitoring troubleshooting and recognizing arrhythmias.

Conclusion

The identified core performance and clinical nursing skills provide the basis for the future development of specialty-specific questions or scenarios to aid interviewers in achieving an informed selection process.

Implications for Nursing Management

The identified core performance and clinical skills provide the foundations for an appropriate interviewing/selection process, staff orientation, staff appraisal and continuous professional development.

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Translation and psychometric validation of the Spanish version of the Demand–Control–Support Questionnaire (DCSQ) for nursing professionals

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To translate and psychometrically validate the Demand–Control–Support Questionnaire for nurses in Spain.

Background

Nurses are one of the groups most affected by work-related stress. The combination of high job demands and low control is identified as the main source of stress among nurses. The Demand–Control–Support Questionnaire is a valid and reliable tool for assessing psychosocial stress in the workplace.

Methods

A two-phase cross-sectional descriptive study. The instrument was translated according to Sousa and Rojjanasrirat guidelines, including forward and backward translations, consensus meetings, pilot testing and expert committee. Structural validity, convergent and discriminative validity, internal consistency and test–retest reliability were assessed in a sample of 247 nurses.

Results

Exploratory factor analysis verified a three-factor solution with good internal consistency (Cronbach's α values ranged from 0.62 to 0.87) and test–retest reliability (intraclass correlation coefficients ranged from 0.65 to 0.85).

Conclusions

The Spanish version of the Demand–Control–Support Questionnaire seems to be a brief, valid and reliable instrument to measure psychosocial stress in the workplace in nurses.

Implications for nursing management

The use of the Demand–Control–Support Questionnaire can be of value to inform the design and implementation of appropriate management strategies to foster a more favourable work environment that promotes the well-being of professionals.

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Exploring job satisfaction and turnover intentions among general practice nurses in an Australian Primary Health Network

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ABSTRACT (ENGLISH)

Aim

To explore the job satisfaction and turnover intentions of general practice nurses and examine factors that influence job satisfaction and turnover intention.

Background

Workforce issues such as satisfaction, retention and turnover intention have been explored in acute care. However,

increasingly nurses are being employed outside hospitals. General practice is a significantly different work environment to acute care. Understanding workforce issues in community settings is important for employers, managers and policymakers to sustain and grow this workforce to meet consumer demands.

Method

A descriptive survey was conducted within a single Primary Health Network in Australia.

Results

Having an identified practice nurse leader/manager, feeling that their training and qualifications are used to the full and not feeling isolated, alone or lacking opportunities for mentoring were all significantly correlated with higher job satisfaction. The lowest average satisfaction scores related to pay. 44.9% of participants were unsure whether they would remain working in general practice. The relationship between total job satisfaction and intention to leave was significant.

Conclusion

These findings guide managers in developing strategies to recruit and retain nurses in general practice employment.

Implications for Nursing Management

Managers must consider factors influencing job satisfaction and turnover intention to maximize recruitment and retention of nurses.

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Impact of COVID-19 on acute isolation bed capacity and nursing workforce requirements: A retrospective review

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To understand the impact of COVID-19 on isolation bed capacity requirements, nursing workforce requirements and nurse:patient ratios.

Background

COVID-19 created an increased demand for isolation beds and nursing workforce globally.

Methods

This was a retrospective review of bed capacity, bed occupancy and nursing workforce data from the isolation units of a tertiary hospital in Singapore from 23 January 2020 to 31 May 2020. R v4.0.1 and Tidyverse 1.3.0 library were used for data cleaning and plotly 4.9.2.1 library for data visualization.

Results

In January to March 2020, isolation bed capacity was low (≤ 203 beds). A sharp increase in bed capacity was seen from 195 to 487 beds during 25 March to 29 April 2020, after which it plateaued. Bed occupancy remained lower than bed capacity throughout January to May 2020. After 16 April 2020, we experienced a shortage of 1.1 to 70.2 nurses in isolation wards. Due to low occupancy rates, nurse:patient ratio remained acceptable (minimum nurse:patient ratio = 0.26).

Conclusion

COVID-19 caused drastic changes in isolation bed capacity and nursing workforce requirements.

Implications for Nursing Management

Building a model to predict nursing workforce requirements during pandemic surges may be helpful for planning and adequate staffing.

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Deployment experiences of military nurses: A systematic review and qualitative meta-synthesis

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aims

The purpose of this systematic review is to explore military nurses' preparation, deployment and reintegration experiences in order to provide recommendations for effective management of the nursing team.

Background

Nurses provide health care in different settings including community, hospital and the disaster site. Military nurses have a long history of deploying for global health.

Method

A systematic review and qualitative meta-synthesis of studies focusing on the preparation, deployment and reintegration experiences of military nurses was carried out.

Results

Five synthesized findings were concluded: (a) preparing and sharing experience are the key coping strategies; (b) transition from the civilian care to emergency situations; (c) teamwork contributing to team bonding and the growing role of nursing in the medical team; (d) devoting to nursing duty achieves growth; (e) reintegration is not easy and external support matters.

Conclusion

Transition from civilian care to deployment and from structured deployment environment to reintegration poses challenges to nurses, and better preparation, sufficient support enables them to gain growth.

Implications for Nursing Management

Nurse managers should consider how to sustain a competent and ready nursing team by proposing training protocols to nurses for the potential challenges during the deployment cycle when responding to disasters and public emergencies.

Nursing during the COVID-19 outbreak: A phenomenological study

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

The aim of this study was to explore the experience of Italian nurses engaged in caring for patients with COVID-19.

Background

COVID-19 found the health care world unprepared to face an emergency of such magnitude. Italy was one of the most affected European countries, with more than 250,000 cases. Understanding the impact of events of this magnitude on nurses provides a framework of knowledge on which educational training could be based to face similar situations in the future to prevent further breakdown.

Methods

The hermeneutic approach by Cohen was used. Semi-structured interviews were conducted using a voice-over Internet protocol. Interviews were transcribed, read in depth and analysed.

Results

Twenty nurses were interviewed. Four themes were extracted: uncertainty and fear, alteration of perceptions of time and space, change in the meaning of 'to care' and changes in roles and relationships.

Conclusions

Psychological support in association with emergency training prevents stress and helps tackle compassion fatigue.

Implications for nursing management

Policies to improve nursing science should be developed to ensure better quality of care, a higher number of professionals and, consequently, an increase in the safety of patients.

Providing targeted psychological support to frontline nurses involved in the management of COVID-19: An action research

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[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To develop and implement a targeted psychological support scheme for frontline nurses involved in the management of coronavirus disease 2019 (COVID-19).

Background

Nurses play a vital role in managing the ongoing COVID-19 pandemic, while confronting enormous challenges and psychological problems.

Methods

Action research design was adopted to develop and provide a targeted psychological support scheme to 1,496 frontline nurses. Data regarding nurses' feedback were collected from WeChat group chat, letters and comments on theme lectures. Subsequently, qualitative content analysis was conducted using MAXQDA.

Results

A targeted psychological support scheme was formed via three action cycles according to nurses' needs. Frontline nurses received psychological assistance from a research team, which offered (1) a sense of belonging, (2) a sense of professional value and pride, and (3) a sense of being protected and confident.

Conclusion

The researchers successfully provided targeted psychological support to nurses, and nurses were motivated and became more confident when their needs were addressed.

Implications for Nursing Management

Nurses have various types of psychological needs, which could be addressed by targeted support. It is suggested that nurse managers should identify nurses' needs in real time and provide appropriate support through multidisciplinary collaboration to improve their confidence and enhance their resilience.

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Citation style: APA 6th - Annotated with Abstracts - American Psychological Association, 6th Edition

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AimTo examine the diabetes management of older adults in nursing homes.**Background**Diabetes is an increasing problem in nursing homes, and diabetes care is defined as a neglected clinical area.**Methods**A retrospective collected data review of 166 older adults with known diabetes from four nursing homes.**Results**65% older than 75 years had HbA1c levels lower than 7.5% (58 mmol/mol), 74% older than 85 years had HbA1c levels lower than 8% (64 mmol/mol). The HbA1c levels were 7.3% (56 mmol/mol) for those who had three and more chronic disorders and 6.8% (51 mmol/mol) for those who had less than three chronic disorders. Individuals treated with insulin had higher HbA1c levels ($p < .001$) and glycaemia ($p = .002$). Age was associated with a number of chronic disorders ($p = .031$), a number of regularly prescribed medications ($p = .038$) and a number of medications as needed ($p = .009$).**Conclusions**More than half to three quarters have diabetes well-managed. Nevertheless, there is still some potential for improving diabetes care, and these findings warrant further research for improving diabetes management of older adults in nursing homes.**Implications for nursing management**Interventions designed to promote a healthy lifestyle, documenting individuals' target level and regular monitoring of glycaemia and HbA1c levels may help to improve diabetes management, which may result in better well-being and quality of life for older adults with diabetes in nursing homes.

Gokoglan, E., & Ebru, O. B. (2021). The relationship between nurse managers' personality traits and their conflict management strategy preferences. *Journal of Nursing Management*, 29(5), 1239-1245. doi:<https://doi.org/10.1111/jonm.13262>

AimTo investigate the relationship between nurse managers' personality traits and conflict management strategies.**Background**Despite the important role of personality traits in conflict management strategy preferences, no study to date has addressed the relationship between personality traits and conflict management in nurse managers.**Methods**A descriptive and cross-sectional design was applied. The study sample consisted of 114 nurse managers from six hospitals, and 111 participants completed forms for a total response rate of 97.36%.**Results**The main findings revealed that the conflict management strategies used by nurse managers participating were as follows: integrating (39.21, range = 29–45), avoiding (38.39, range = 23–65), compromising (31.51, range = 24–40), dominating (20.05, range = 12–28) and obliging (19.42, range = 14–25). It was seen that managers whose personality traits were extraverted, agreeable or conscientious chose the integration strategy to manage conflict, whereas managers with emotional inconsistency in personality traits preferred the avoiding strategy.**Conclusions**Nurse managers are important to effectively managing conflicts in the clinical environment. Personality trait may be linked to the successful management of conflict.**Implications for Nursing Management**Revealing the relationship between nurse managers' personality traits and associated conflict management strategies can help senior management organise useful training programmes to improve the conflict management capabilities.

Pélessier, C., Cavelier, C., Vercherin, P., Roche, F., Patural, H., & Fontana, L. (2021). Vigilance and sleepiness in nurses working 12-hr shifts and their coping strategies. *Journal of Nursing Management*, 29(5), 962-970. doi:<https://doi.org/10.1111/jonm.13233>

AimTo describe the progression of vigilance and sleepiness over the shift and the coping strategies of nurses working 12-hr day or night shifts.**Background**The spread of 12-hr shift work in nursing raises the question of whether sufficient vigilance can be maintained to ensure quality of care.**Method**18 nurses working 12-hr shifts filled out a Karolinska Sleepiness Scale questionnaire and a Brief Psychomotor Vigilance Test, at the beginning of the shift and then every 3 hr. Coping strategies and quality of care were assessed on self-administered questionnaires, filled out at 3 hr, 6 hr, 9 hr and 12 hr after the start of the shift.**Results**The present investigation did not show significantly excessive sleepiness or vigilance impairment or poor self-perception of quality of work during 12-hr nursing work shifts, although Psychomotor Vigilance Test results gradually deteriorated slightly over duty time (from start to end of

shift). Certain coping strategies were preferred such as 'having a nap' later in the night shift. Conclusion Attention needs to be paid to the health status of nurses working 12-hr shifts, with regular medical monitoring by the occupational health service. Implications for Nursing Management Coping strategies to maintain sufficient vigilance to ensure quality of care should be facilitated.

Saiki, M., Takemura, Y., & Kunie, K. (2021). Featured cover. *Journal of Nursing Management*, 29(5), i. doi:<https://doi.org/10.1111/jonm.13412>

The cover image is based on the Original Article Nursing Assistants' Desired Roles, Perceptions of Nurses' Expectations, and Effect on Team Participation: A Cross-Sectional Study by Masatoshi Saiki et al., <https://doi.org/10.1111/jonm.13242>.

Cao, X., & Chen, L. (2021). Relationships between resilience, empathy, compassion fatigue, work engagement and turnover intention in haemodialysis nurses: A cross-sectional study. *Journal of Nursing Management*, 29(5), 1054-1063. doi:<https://doi.org/10.1111/jonm.13243>

AimTo explore the relationships between resilience, empathy, compassion fatigue, work engagement and turnover intention in Chinese haemodialysis nurses. **Background**Although several studies explored nurses' turnover intention in multiple hospital wards, fewer studies focused on turnover intention and its predictors among nurses in dialysis care. **Methods**We conducted a cross-sectional study and adopted a two-stage sampling method to recruit 528 Chinese haemodialysis nurses. Multiple regression analysis was performed to explore the effects of resilience, empathy, compassion fatigue and work engagement on turnover intention. **Results**The prevalence of high and exceptionally high levels of turnover intention was 59.1% and 9.0%. Compassion fatigue had the strongest significant effect on turnover intention ($\beta = 0.276$), followed by work engagement ($\beta = -0.256$) and resilience ($\beta = 0.193$). Haemodialysis nurses in tertiary hospitals reported significant higher levels of turnover intention than those in secondary hospitals ($\beta = 0.127$). **Conclusions**Higher levels of compassion fatigue and lower levels of resilience and work engagement can result in higher turnover intention in haemodialysis nurses. **Implications for Nursing Management**Strategies such as resilience training programme, mindfulness-based intervention and establishing a positive work environment may be effective methods to improve resilience, reduce compassion fatigue, promote work engagement and decrease turnover intention.

Qing-Qing Wang, Yuan-Yuan Fang, Hao-Lian Huang, Wen-Jun Lv, Xiao-Xiao Wang, Tian-Ting Yang, . . . Yan-Hong Zhang. (2021). Anxiety, depression and cognitive emotion regulation strategies in chinese nurses during the COVID-19 outbreak. *Journal of Nursing Management*, 29(5), 1263-1274. doi:<https://doi.org/10.1111/jonm.13265>

AimsTo explore the association between cognitive emotion regulation strategies and anxiety and depression among nurses during the COVID-19 outbreak. **Background**Nurses play a vital role in responding to the COVID-19 outbreak, but many of them suffer from psychological problems due to the excessive workload and stress. Understanding the correlation between cognitive emotion regulation strategies and anxiety and depression will promote targeted psychosocial interventions for these affected nurses. **Methods**This cross-sectional study of 586 nurses was conducted in Eastern China. Participants completed online questionnaires that investigated anxiety, depression and cognitive emotion regulation strategies. **Results**The prevalence of nurses' anxiety and depression was 27.6% and 32.8%, respectively. Lower self-blame, rumination and catastrophizing, as well as greater acceptance and positive refocusing, were related to fewer symptoms of anxiety or depression. **Conclusion**The cognitive emotion regulation strategies of acceptance and positive refocusing contribute to reducing anxiety or depression. These strategies should be considered when implementing psychotherapeutic interventions to improve nurses' adverse emotional symptoms. **Implications for Nursing Management**This study highlights the need to assess cognitive emotion regulation strategies use in screening for anxiety and depression. Nurse managers should develop psychosocial interventions including appropriate strategies to help nurses with adverse emotions during a pandemic.

Muz, G., & Gülyeter Erdoğan Yüce. (2021). Experiences of nurses caring for patients with COVID-19 in turkey: A phenomenological enquiry. *Journal of Nursing Management*, 29(5), 1026-1035. doi:<https://doi.org/10.1111/jonm.13240>

AimsThis study aims to reveal the experiences of nurses who care for COVID-19 patients during this process.**Background**Nurses actively carry out their duties with regard to infection control and critical patient care in the frontlines since the pandemic.**Methods**A phenomenological qualitative design was followed throughout the study. The study involved 19 nurses. The data were analysed through Colaizzi's seven-step method.**Results**Five themes were identified after the interviews; first meeting and getting caught unprepared, social isolation and loneliness, dilemma and conflict in professional roles, nursing: power born from difficulties and organisational expectations. Also, eleven sub-themes were identified.**Conclusions**The study showed the main findings regarding the experiences of the nurses in crisis instances. Although nurses felt stronger professionally, they needed the cooperation and psychosocial support of the community and health care team members. Nurses had expectations for the development of personal and social rights.**Implications for Nursing Management**It is thought that these results can act as a guide to understand the problems and needs of nurses as health care providers and to engender solutions so that a safe and reliable health care system that can effectively respond to future global disasters can be established.

Juan Gómez-Salgado, Sara Domínguez-Salas, Macarena Romero-Martín, Romero, A., Valle Coronado-Vázquez, & Carlos Ruiz-Frutos. (2021). Work engagement and psychological distress of health professionals during the COVID-19 pandemic. *Journal of Nursing Management*, 29(5), 1016-1025. doi:<https://doi.org/10.1111/jonm.13239>

AimsTo describe the level of work engagement of active health care professionals during the COVID-19 pandemic, and its relationship with psychological distress according to the professional category.**Background**Health care professionals working on the front line of the COVID-19 pandemic are at risk of psychological distress, and work engagement could be a positive attitude that could serve as a protective factor.**Methods**Cross-sectional observational study of 1,459 health care professionals. Psychological distress was measured with the General Health Questionnaire and work engagement with the Utrecht Work Engagement Scale. Data were analysed with bivariate analyses and correlations.**Results**Psychological distress was reported by 80.6% of health care professionals. Work engagement as high with a total mean score of 5.04 (SD = 1.14). The results showed that distressed professionals showed significantly lower levels of work engagement.**Conclusions**The present study identified psychological distress and work engagement experienced by health care professionals during the COVID-19 pandemic. Most of the variables included in the study revealed a significant relationship with psychological distress and work engagement.**Implications for Nursing Management**The relationship between the working conditions with psychological distress and work engagement suggests that improvements in the workplace are needed to promote protective measure for the mental health of health care professionals.

Hagedoorn, E. I., Paans, W., Cees P van, d. S., Jaarsma, T., Luttk, M. L. A., & Keers, J. C. (2021). Family caregivers' perceived level of collaboration with hospital nurses: A cross-sectional study. *Journal of Nursing Management*, 29(5), 1064-1072. doi:<https://doi.org/10.1111/jonm.13244>

AimTo describe the extent of perceived collaboration between family caregivers of older persons and hospital nurses.**Background**Collaboration between hospital nurses and family caregivers is of increasing importance in older patient's care. Research lacks a specific focus on family caregiver's collaboration with nurses.**Method**Using a cross-sectional design, 302 caregivers of older patients (≥ 70 years) completed the 20-item Family Collaboration Scale with the subscales: trust in nursing care, accessible nurse and influence on decisions. Data were analysed with descriptive statistics and bivariate correlations.**Results**Family caregivers rated their level of trust in nurses and nurses' accessibility higher than the level of their influence on decisions. Family caregivers who had more contact with nurses perceived higher levels of influence on decisions ($p \leq .001$) and overall collaboration ($p \leq .001$).**Conclusion**Family caregivers' collaboration with nurses can be improved, especially in recognizing and exploiting family caregivers as partner in the care for older hospitalized persons and regarding their level of influence on decisions.**Implications for Nursing Management**Insight into family caregivers' collaboration with nurses will help nurse managers to jointly develop policy with nurses on how to organise more family caregivers' involvement in the standard care for older persons.

Brigita Skela-Savič, & Lobe, B. (2021). Differences in beliefs on and implementation of evidence-based practice according to type of health care institution—A national cross-sectional study among slovenian nurses. *Journal of Nursing Management*, 29(5), 971-981. doi:<https://doi.org/10.1111/jonm.13234>

AimTo explore the differences in beliefs on and implementation of evidence-based practice in nurses working in different types of health care institutions.
BackgroundOptimal organizational context and knowledge are essential to support evidence-based practice and sustain the use of evidence in professional nursing practice.
MethodA cross-sectional study was conducted. A total of 1,014 nurses from 20 Slovenian hospitals and 29 primary health care centres participated. Variables included the following: Evidence-Based Practice Beliefs and Implementation Scale, educational and training activities, job satisfaction, job training, perceived research and evidence-based practice knowledge, and access to databases.
ResultsBeliefs on evidence-based practice were explained by evidence-based practice ($\beta = 0.249$) and research ($\beta = 0.162$) knowledge, length of employment ($\beta = 0.124$), job satisfaction ($\beta = 0.117$), training in evidence-based practice ($\beta = -0.092$) and holding a master's degree ($\beta = 0.077$). Implementation of evidence-based practice depended on beliefs ($\beta = 0.306$) and the type of health care institution ($\beta = 0.132$). The highest implementation result was seen in primary health care centres (<0.001).
ConclusionTraining in evidence-based practice and perceived knowledge of evidence-based practice significantly influence the beliefs on and implementation of evidence-based practice. Nurses employed at primary health care centres who had completed a task-shifting training programme achieved significantly better results for implementation of evidence-based practice.
Implications for Nursing ManagementThe indirect effects of development training programmes for the implementation of EBP have not yet been studied. Development activities and change implementation processes in nursing foster education and training opportunities, which have significantly influenced the implementation of EBP.

Kakemam, E., Hajizadeh, A., Azarmi, M., Zahedi, H., Gholizadeh, M., & Roh, Y. S. (2021). Nurses' perception of teamwork and its relationship with the occurrence and reporting of adverse events: A questionnaire survey in teaching hospitals. *Journal of Nursing Management*, 29(5), 1189-1198. doi:<https://doi.org/10.1111/jonm.13257>

AimsTo identify the levels of teamwork and its relationship with the occurrence and reporting of adverse events among Iranian nurses.
BackgroundStrengthening teamwork is emphasized worldwide for enhancing quality care and patient safety.
MethodsThis study applied a cross-sectional survey design. A total of 327 Iranian nurses from eight teaching hospitals participated in a self-administered survey using simple random sampling. The Teamwork Perceptions Questionnaire was used to measure the teamwork. The frequency of occurrence and reporting of adverse events were measured with two questions. Data were analysed using descriptive analyses, independent t tests and logistic regression analysis.
ResultsThe mean teamwork score was 3.81 out of 5. Among the nurses, 48.0% had experienced adverse events in the past 6 months and 79.8% reported having an appropriate performance in adverse events reporting. Teamwork was significantly associated with lower occurrences of adverse events and better adverse events reporting. Specifically, nurses with higher situation monitoring (odds ratio (OR) = 0.47), mutual support (OR = 3.18) and team leadership (OR = 2.09) scores were more likely to report adverse events. Nurses with higher situation monitoring scores were less likely to experience the occurrence of adverse events (OR = 0.38).
ConclusionsNurses' perception of teamwork was moderate to high. Teamwork was associated with the occurrence and reporting of adverse events. Further study is needed to identify the effects of teamwork training on the learning outcomes, including teamwork, occurrence and the reporting of adverse events among nurses.
Implications for Nursing ManagementNursing managers should consider multiple educational strategies including structured teamwork training to improve staff nurses' teamwork competency. Administrative initiatives and quality improvement projects are needed to increase nurses' performance in the reporting of adverse events through an accreditation process.

He, J., Liu, L., Chen, X., Qi, B., Liu, Y., Zhang, Y., & Bai, J. (2021). The experiences of nurses infected with COVID-19 in wuhan, china: A qualitative study. *Journal of Nursing Management*, 29(5), 1180-1188. doi:<https://doi.org/10.1111/jonm.13256>

AimTo understand about the experiences and feelings of the nurses infected with COVID-19 when caring for patients with COVID-19.
BackgroundWith the sudden outbreak of coronavirus disease 2019 (COVID-19), nurses take

care of patients with COVID-19 and have a very high risk of being infected with severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2) themselves. **Methods** This study adopted a qualitative design of hermeneutic phenomenology. A purposeful sampling was used, and all data were collected through in-depth semi-structured telephone interviews then analysed using interpretative phenomenological analysis. **Results** The interview data generated 4 topics and 14 secondary topics. Four major themes were identified from this study, including 'experiences of infection', 'health belief', 'social support' and 'the pursuit of self-worth'. **Conclusions** Nurses infected by COVID-19 experienced a physical and psychological shock. They had a strong sense of responsibility and willingness to take risks. Providing professional psychological counselling and physical rehabilitation services are crucial. **Implications for Nursing Management** This manuscript provides nursing managers an understanding of the personal experiences and needs of clinical nurses in their work, especially during COVID-19. It is helpful for nursing managers to explore the greater driving force of nurses and prepare nursing human resources for greater challenges.

Varley, L. P., Gooney, M., Denieffe, S., & Murphy, A. (2021). Sialorrhoea management practices in residential older adults care settings: A qualitative study. *Journal of Nursing Management, 29*(5), 989-997. doi:<https://doi.org/10.1111/jonm.13236>

Aim The aim of this research was to explore both older adults' and health care professionals' experience and views of sialorrhoea management practices in older adult residential care settings. **Background** Sialorrhoea is quite a bothersome symptom among patients with certain neurological conditions. The complexity of sialorrhoea and its complications can be quite challenging for health care professionals. In the management of sialorrhoea, a multidisciplinary approach is proposed as an effective way of sialorrhoea management. **Methods** Thematic analysis of collected data via semi-structured qualitative interviews with five focus groups involving 28 multidisciplinary health care members and 1 patient. **Results** The older adult and multidisciplinary health care professionals' view of the management of sialorrhoea in residential care settings were established under three main themes: 1) 'Sialorrhoea compromising patient's dignity', 2) 'Ad hoc local management' and 3) 'Further integration of care required'. **Conclusion** At present, there have been no comprehensive multidisciplinary sialorrhoea management strategies to meet the various needs of older adults with sialorrhoea. **Implication for Nursing Management** It is important to minimize the negative impact of sialorrhoea on the patients. The recognition of issues associated with sialorrhoea provides constructive scope for the health care professionals to further investigate and develop more effective integrated sialorrhoea care protocols.

Goldfarb, N., Orli Grinstein-Cohen, Shamian, J., Schwartz, D., Zilber, R., Rivka Hazan-Hazoref, . . . Cohen, O. (2021). Nurses' perceptions of the role of health organisations in building professional commitment: Insights from an Israeli cross-sectional study during the COVID-19 pandemic. *Journal of Nursing Management, 29*(5), 1102-1110. doi:<https://doi.org/10.1111/jonm.13248>

Aims To reveal the factors associated with nurses' professional commitment during the COVID-19 pandemic. **Background** During the first wave of the COVID-19 pandemic, the Nursing Division at the Israeli Ministry of Health and partners conducted a study to examine the nurses' perceptions towards a set of personal and professional circumstances that may affect their performance. **Method** A cross-sectional Web-based study was conducted in Israel. Study participants included 817 community and hospital nurses. The Occupational Commitment Scale for Health Professionals during pandemic (PanHP-OCS) was used to gather data. Univariate and multivariate analyses explored associations between the PanHP-OCS score and demographic and professional variables. **Results** About 40% of 817 respondents reported having managerial roles ($n = 320$). Those who received specific pandemic-focused training had significantly better PanHP-OCS scores ($p < .001$). Most respondents expected their organisation to provide them emotional support. Linear regression explored the organisational commitment factor as the greatest contributor to nurses' professional commitment ($\beta = 0.284$, $p < .001$). **Conclusion** To enhance the nurses' professional commitment during the COVID-19 pandemic, training and emotional support must be emphasized in all types of nurses' workplaces. **Implications for nursing management** In a pandemic, health organisations must provide dedicated pandemic training, including proactive emotional support for nurses. Special attention should be given to community care.

Warren, T., Moore, L. C., Roberts, S., & Darby, L. (2021). Impact of a modified early warning score on nurses' recognition and response to clinical deterioration. *Journal of Nursing Management*, 29(5), 1141-1148. doi:<https://doi.org/10.1111/jonm.13252>

Aims(a) Improve nurse knowledge of and confidence in responding to clinical deterioration through implementation of the Modified Early Warning Score tool and (b) improve nurse ability to react to patient deterioration in a timely manner.
Background Recognition of clinical deterioration in hospitalized inpatients often occurs far after those signs initially present. The Modified Early Warning Score has been shown to assist with recognition earlier in the deterioration process.
Methods Eighty-five nurses participated in a simulation-based intervention to implement the Modified Early Warning Score into their rural hospital. Group classroom sessions and individual high-fidelity simulation experiences were provided for participants. Twenty-nine nurses also participated in self-confidence and knowledge assessment testing.
Results The simulation-based intervention significantly improved nurse knowledge ($t = 4.029, p < .01$) and self-confidence ($t = 3.698, p = <.01$). Chart reviews found a 34.1% increase in nurse action taken in response to signs of clinical deterioration.
Conclusion Current study found that the Modified Early Warning Score tool as taught through a simulated patient experience is useful to prevent unrecognized deterioration.
Implications for Nursing Management Suggests that a simulation-based intervention is effective for teaching and evaluating post-licensure nurses on acute clinical deterioration in inpatients.

Sarwar, A., Khan, J., Muhammad, L., Mubarak, N., & Jaafar, M. (2021). Relationship between organisational dehumanization and nurses' deviant behaviours: A moderated mediation model. *Journal of Nursing Management*, 29(5), 1036-1045. doi:<https://doi.org/10.1111/jonm.13241>

Aim(s) This paper investigated the impact of organisational dehumanization on nurses' deviant behaviours in the Pakistani health sector directly and indirectly through job stress. The study also examined the moderation role of occupational self-efficacy on the relationship between organisational dehumanization and job stress.
Background While the attitudinal outcomes of organisational dehumanization have been a focus of research, its behavioural outcomes are a relatively ignored research area.
Method Data were collected from 295 nurses working in hospitals across Pakistan via self-administered questionnaires with two measurement points to test the direct and indirect effects of organisational dehumanization.
Results The hypothesized relationships were tested with SPSS 25 and the Process Macro Model 7. The results showed that organisational dehumanization increased deviant behaviours among nurses directly and indirectly via job stress. Moreover, occupational self-efficacy plays moderation role and weakens the relationship between organisational dehumanization and job stress.
Conclusion This study contributes to the existing literature by concentrating on predictors that trigger deviant behaviour among nurses. It also assessed the mediating impact of job stress, an essential endeavour for researchers and practitioners.
Implications for Nursing Management The study outcomes can help the health sector improve their strategies to address organisational dehumanization and deviant behaviour among nurses.

Almeida Neves, T. M., Pedro Miguel Santos, D. P., Lopes Rodrigues, V. J., & João Manuel Garcia, N. G. (2021). Impact of safe nurse staffing on the quality of care in Portuguese public hospitals: A cross-sectional study. *Journal of Nursing Management*, 29(5), 1246-1255. doi:<https://doi.org/10.1111/jonm.13263>

Aim To assess the impact of safe nurse staffing on the quality of care, based on the structure-process-outcome approach, in Portuguese hospitals.
Background Safe nurse staffing is essential for the quality of care in hospital settings, together with work environment, organisational commitment and nursing practices. However, there is little evidence of its analysis in the Portuguese context.
Method A cross-sectional survey study was conducted using a sample of 850 nurses from 12 public hospital units in the central and northern regions of Portugal.
Results The proposed structural equation model for quality assessment has a good fit ($\chi^2/df = 2.37$; CFI = 0.88, PCFI = 0.83; PGFI = 0.77, RMSEA = 0.04), showing the impact of safe nurse staffing, work environment, and affective and normative organisational commitment on the quality of care (mortality rate and adverse events). The mediating effect of nursing practices was also found.
Conclusion Safe nurse staffing, which is compromised in 90% of the units, is a predictor of the quality of care through the mediating effect of nursing practices.
Implications for Nursing Management The results not only highlight the need for urgent intervention but also support political decision-making

with a view to improving the access to quality care.

Nabeel Al-Yateem, Amina Al-Marzouqi, Dias, J., Saifan, A., & Timmins, F. (2021). Leadership for professional advancement and evidence-based practice in UAE: Now more than ever. *Journal of Nursing Management*, 29(5), 865-868. doi:<https://doi.org/10.1111/jonm.13075>

Moradi, Y., Baghaei, R., Hosseingholipour, K., & Mollazadeh, F. (2021). Challenges experienced by ICU nurses throughout the provision of care for COVID-19 patients: A qualitative study. *Journal of Nursing Management*, 29(5), 1159-1168. doi:<https://doi.org/10.1111/jonm.13254>

AimTo explore the challenges experienced by ICU nurses throughout the provision of care for COVID-19 patients.
BackgroundThe intensive care unit nurses, who are at the frontline of fighting against COVID-19 and defusing this crisis, are faced with various challenges throughout the provision of care for COVID-19 patients.
MethodsIn this qualitative descriptive study, a total of 17 nurses working in intensive care units were selected using purposive sampling. Data were collected using semi-structured face-to-face interviews. After recording and transcribing interviews, the concepts were extracted using the content analysis method.
FindingsThe nurses reported the four following challenges throughout the provision of care for COVID-19 patients: 'organization's inefficiency in supporting nurses', 'physical exhaustion', 'living with uncertainty' and 'psychological burden of the disease'.
ConclusionThe present study portrayed a clear understanding of the challenges faced by nurses working in intensive care units during the crisis of the COVID-19 pandemic based on their lived experiences.
Implications for Nursing ManagementA profound understanding of these challenges in the current critical situation can help health care authorities adopt appropriate measures to resolve these challenges, provide health care facilities, support the health workforce, give accurate and evidence-based information and perform psychological interventions on how to handle the current crisis.

Zhao, Y., Su, J., Ma, D., Li, H., Li, Y., Zhang, X., . . . Jiao, S. (2021). The role of teamwork in the implicit rationing of nursing care: A systematic mixed-methods review. *Journal of Nursing Management*, 29(5), 890-904. doi:<https://doi.org/10.1111/jonm.13231>

AimTo systematically evaluate the role of teamwork in implicit rationing care and how to improve teamwork.
BackgroundThe implicit rationing of nursing leads to adverse effects for both patients and nurses. Therefore, how to reduce it has attracted increasing research attention. How teamwork may be an important factor in reducing implicit rationing care has become a focus of research.
MethodsData between May 2000 and May 2020 were collected from five databases. The study was guided by the framework of a mixed studies review.
ResultsSeventeen studies were chosen for review regarding efficient teamwork to reduce implicit rationing care. The following seven subthemes with positive effects that improve teamwork and reduce implicit rationing care were formed: (a) improving knowledge and skills; (b) promoting effective communication; (c) building mutual trust; (d) reducing turnover intention; (e) reasonable staffing; (f) division of responsibilities; and (g) cultivating team consciousness.
ConclusionsTeamwork can decrease implicit care and is influenced by many factors, but the intervention is singular. In the future, teamwork can be further improved to reduce implicit care.
Implications for Nursing ManagementWith more intervention research in the future, leadership and team-oriented roles can be used to complete all the care needed.

Zhang, M., Chen, C., Du, Y., Wang, S., & Rask, M. (2021). Multidimensional factors affecting care needs in daily living among community-dwelling older adults: A structural equation modelling approach. *Journal of Nursing Management*, 29(5), 1207-1219. doi:<https://doi.org/10.1111/jonm.13259>

AimsTo develop a model illustrating the factors that can influence care needs in daily living (CNDL) of older adults and the pathways between these.
BackgroundThe care needs in community-dwelling older adults have increased sharply. A better understanding of the elderly's CNDL would thus help policymakers define which types of support and services should be given.
MethodsA multicentre study with structural equation modelling was conducted in this study. We recruited 3,448 community-dwelling older adults in China by using a stratified random cluster sampling technique.
ResultsPhysical and mental health was the strongest predictor of CNDL. Both age and living situation had

positive effects on CNDL, while economic factors, social support and family support were the major risk factors for CNDL. Conclusion The presented model provides a better understanding of how to address CNDL in the targeted population. The older adults who are the oldest, low-income, non-empty nesters, and with poor self-rated health or the signs of loneliness should be firstly targeted for daily assistance. Implications for Nursing Management Using this model could provide health authorities and managers with the information of distinguishing between the priority group and the strategies for easing the caregiving burden in older adults care, and thus improving resource utilization.

Beiranvand, M. S., Beiranvand, S., Beiranvand, S., & Mohammadipour, F. (2021). Explaining the effect of authentic and ethical leadership on psychological empowerment of nurses. *Journal of Nursing Management*, 29(5), 1081-1090. doi:<https://doi.org/10.1111/jonm.13246>

Objective This study aimed to explain the effect of authentic and ethical leadership on the psychological empowerment of nurses. Background Ethics-related leadership styles can play an important role in improving employee performance by influencing job satisfaction. However, no study has investigated ethics-related leadership and its impact on the psychological empowerment of nurses. Method The present study is a descriptive correlational study with emphasis on structural equations. A random sample of 384 nurses in public hospitals in Tehran responded to three self-report questionnaires. Results The authentic leadership variable explains 74.5% of the variance of the psychological empowerment variable. In addition, the variable of ethical leadership explains 87.7% of the variance of psychological empowerment variable. Conclusion Ethical and authentic leadership is effective on the nurses' psychological empowerment. Implications for nursing management Ethical and authentic leadership is necessary for managers to psychologically empower nursing staff. Increasing awareness of capabilities of nurses and how decisions and behaviours affect them, balanced information processing, observance of ethics in the workplace, transparency in communication, information and power sharing, all impact justice in the workplace.

Gunn-Berit Neergård. (2021). Entrepreneurial nurses in the literature: A systematic literature review. *Journal of Nursing Management*, 29(5), 905-915. doi:<https://doi.org/10.1111/jonm.13210>

Aim This study explores the main characteristics of entrepreneurial nursing. Background Nurses have acted entrepreneurially in a multitude of ways since the very beginning of the nursing profession. Still, it is unclear what it means for a nurse to be entrepreneurial. Entrepreneurial nurses are often described inconsistently, by non-inclusive terms not founded in research. There is a need to examine the essence of entrepreneurial nursing roles. Method I conducted the research as a systematic literature review of 647 documents. Analysing empirical descriptions of entrepreneurial nurses' employment status, contexts, knowledge, activities, barriers and motivations led to the description of two entrepreneurial nursing roles. Results The employment status of entrepreneurial nurses represents an important difference in their activities, challenges and motivations. Conclusions Entrepreneurial nurses may act as nurse entrepreneurs or nurse intrapreneurs. These roles are empirically rooted in the field of nursing and theoretically rooted in the field of entrepreneurship. Implications for Nursing Management Entrepreneurial nurses are influenced by the support they get and the challenges they face in the health care system. Knowing the characteristics of entrepreneurial nurses is important for nurse managers, as they lead employees who may become nurse entrepreneurs or nurse intrapreneurs.

Modaresnezhad, M., Andrews, M. C., Jessica Mesmer-Magnus, Viswesvaran, C., & Deshpande, S. (2021). Anxiety, job satisfaction, supervisor support and turnover intentions of mid-career nurses: A structural equation model analysis. *Journal of Nursing Management*, 29(5), 931-942. doi:<https://doi.org/10.1111/jonm.13229>

Aims To explore the effects of four predictors of anxiety (work constraints, work/family conflict, verbal abuse and negative team orientation) among nurses and their subsequent effects on job satisfaction and turnover intentions; and to examine the moderating effect of supervisor support on the relationship between job satisfaction and turnover intentions. Background Work-related anxiety is a well-known predictor of employee burnout. Research suggests the prevalence of stress in the workplace varies by occupation, with stress among nurses one of the highest. Methods We employed data from the 2015 national survey of licensed registered nurses (n=1,080). We

assessed the conceptual model using partial least squares structural equation modeling (PLS-SEM). Results Work constraints, work/family conflict, and negative team orientation lead to anxiety, which diminished job satisfaction and ultimately increased turnover intentions. Supervisor support weakened the job dissatisfaction–turnover relationship. Conclusions These findings suggest that the common experiences reported by health care professionals lead to anxiety and ultimately turnover intentions and emphasize the role of supervisor support. Implications for Nursing Management The supervisor's role is crucial to the implications of workplace-generated anxiety for nurse job satisfaction and turnover intentions. As such, nurse managers need to develop tangible strategies to help nurses navigate these contextual constraints.

Turkmen, B., & Feride, E. B. (2021). Does the glass elevator still work: A descriptive and cross-sectional study in the context of gender in turkey. *Journal of Nursing Management*, 29(5), 1275-1283.
doi:<https://doi.org/10.1111/jonm.13266>

Aim To analyse the glass elevator in nursing, evaluating this concept within the conceptual context of nurse managers' perceptions of gender. Background Glass elevator is defined as the rapid promotion of men to upper positions in certain professions in which women comprise the majority, such as nursing. Methods Data were collected from 134 nurse managers. Participants selected one of four resumes belonging to four virtual candidates for an open management position. They, then completed the Perception of Gender Scale. Results Nurse managers mostly selected men among the four candidates submitted to them for promotion to upper positions. None of the nurse managers' characteristics caused a statistically significant difference regarding the gender of the candidate they selected. No statistically significant difference was found between the perception of gender scores of those who selected female or male candidates. Conclusions Men are two times more likely to be selected than women when selecting candidates for promotion with the same qualifications. This was not caused by the decision-makers' or nurse managers' personal and professional characteristics nor their perceptions on gender. Implications for Nursing Management The psychological mechanisms that operate the 'glass elevator' in favour of men should be analysed in greater depth.

Saiki, M., Takemura, Y., & Kunie, K. (2021). Nursing assistants' desired roles, perceptions of nurses' expectations and effect on team participation: A cross-sectional study. *Journal of Nursing Management*, 29(5), 1046-1053.
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Aims To examine the gap between nursing assistants' desired roles and their perceptions of nurses' expectations, and the relationship between these perceptions and nursing assistants' nursing team participation. Background Nursing assistants' role perceptions may be related to their participation in nursing teams. Methods We performed a secondary analysis of questionnaire data from 1,316 nursing assistants in Japan. Results Participants rated their desired roles higher than their perceptions of nurses' expectations of them. Where perceptions of nurses' expectations were higher, higher desired role scores were associated with greater nursing team participation. Where perceptions of nurses' expectations were lower, the desired role score was not associated with team participation. Conclusions Nursing assistants perceive their roles as higher and inclusive of more duties than what nurses have expected of them. When perceptions of nurse expectations were high, they performed at a higher level. When perceptions of nurse expectations were low, they performed at a lower level, despite their desire to do more. Implications for Nursing Management It may be useful for nurses and nursing assistants to jointly reflect on and promote awareness of nursing assistants' functional roles in the ward. This would promote nursing assistant team participation and optimize their scope of practice.

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