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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*

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Validation of a Chinese version of the Analysing and Developing Adaptability and Performance in Teams to Enhance Resilience Scale in nurses in China

Wang, Zhiwei ¹
; Liu, Hongjuan ²
; Huang, Junting ¹ ; Li, Shaojie ³ ; Zeping Yan ¹ ; Luan, Xiaorong ⁴

¹ School of Nursing and Rehabilitation, Cheeloo College of Medicine, University of Shandong, Jinan, China ² Department of Geriatric Medicine, Qilu Hospital of Shandong University, Jinan, China ³ Xiangya School of Public Health, University of Central South, Changsha, China ⁴ Department of Infection Control, Qilu Hospital of Shandong University, Jinan, China

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

This study examined the validity and reliability of the Analysing and Developing Adaptability and Performance in Teams to Enhance Resilience (ADAPTER) Scale in a sample of Chinese nurses.

Background

Nurse shortage caused by job stress in China is becoming more acute, while research on team resilience training among nurses is still rising. To accurately and consistently describe team resilience status prior to training and evaluate the effects of resilience interventions at the team level among nurses, it is critical to develop a valid and reliable Chinese measure.

Methods

This was a cross-sectional study of 838 nurses. The scale was translated into Chinese according to Brislin's guidelines. Validity was evaluated by content validity, discriminative validity, exploratory and confirmatory factor analyses and convergent validity. Reliability was estimated by item-to-total correlations, internal consistency and test-retest reliability.

Results

Exploratory and confirmatory factor analyses revealed a four-factor model. Content validity was good and discriminative validity showed a significant discriminative ability. The concurrent validity was acceptable. The reliability was demonstrated with item-to-total correlations of greater than .40, Cronbach's alpha of .97 and intraclass correlation coefficients of .946.

Conclusions

The Chinese version of the scale is a valid and reliable instrument.

Implications for Nursing Management

The scale can provide insight into nurses' team resilience and thereby inform the development of specific interventions aimed at improving the team resilience of nurses.

DETAILS

Subject:	Intervention; Validity; Convergent validity; Professional training; Teams; Coefficient alpha; Occupational stress; Confirmatory factor analysis; Nurses; Reliability; Chinese languages; Correlation coefficients; Resilience; Adaptability; Nursing administration
Location:	China
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Frontline nurses' caring experiences in COVID-19 units: A qualitative study

Shin, Soyoung ¹

; Hye Jin Yoo ²

¹ Samsung Medical Center, Seoul, South Korea ² College of Nursing, Dankook University, Cheonan, South Korea

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

Exploring nurses' caring and communication experiences in COVID-19 units.

Background

Frontline nurses play a critical role in providing 24-h bedside nursing care to COVID-19 patients. An in-depth understanding of frontline nurses' lived experiences is necessary to establish appropriate nursing strategies during crises, such as the COVID-19 pandemic.

Methods

Qualitative descriptive design with content analysis.

Results

Fifteen nurses were interviewed, and three themes were identified: central role of therapeutic communication, compassion that deepens naturally and expansion of professionalism in nursing.

Conclusion

The nurses proactively provided care for COVID-19 patients, and they acknowledged and accepted their roles in protecting the lives and ensuring the health of their patients daily. The nurses' experiences in COVID-19 units served as an opportunity for ruminating and rediscovering the meaning of nursing.

Implications for Nursing Management

Hospital policymakers and nurse managers should strive to resolve the communication-related challenges faced by nurses. Standardizing and implementing effective communication strategies should be considered in nursing management.

DETAILS

Subject:	Nurse managers; Communication; Content analysis; COVID-19; Nursing care; Pandemics; Policy making; Professionalism; Nursing; Sympathy; Communication strategies; Nurses; Therapeutic communication; Nursing administration; Work environment; Qualitative research
Business indexing term:	Subject: Work environment
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High hiring rate of nurses in Catalonia and the rest of Spain hides precarious employment from 2010 to 2019: A quantitative study

Paola Galbany-Estragués ¹
; Pere Millán-Martínez ²
; Joan-Carles Casas-Baroy ³
; Mireia Subirana-Casacuberta ⁴
; Anna Ramon-Aribau ³

¹ Research Group on Methodology, Methods, Models and Outcomes of Health and Social Sciences (M 3,O), Faculty of Health Science and Welfare, Centre for Health and Social Care Research (CESS), University of Vic-Central University of Catalonia (UVIC-UCC), Vic, Spain; AFIN Research Group and Outreach Centre, Autonomous University of Barcelona, Cerdanyola del Vallès, Spain ² Research Group on Methodology, Methods, Models and Outcomes of Health and Social Sciences (M 3,O), Faculty of Health Science and Welfare, Centre for Health and Social Care Research (CESS), University of Vic-Central University of Catalonia (UVIC-UCC), Vic, Spain; Servei Català de Trànsit Carrer Diputació, Barcelona, Spain ³ Research Group on Methodology, Methods, Models and Outcomes of Health and Social Sciences (M 3,O), Faculty of Health Science and Welfare, Centre for Health and Social Care Research (CESS), University of Vic-Central University of Catalonia (UVIC-UCC), Vic, Spain ⁴ Research Group on Methodology, Methods, Models and Outcomes of Health and Social Sciences (M 3,O), Faculty of Health Science and Welfare, Centre for Health and Social Care Research (CESS), University of Vic-Central University of Catalonia (UVIC-UCC), Vic, Spain; Nursing Department, Parc Taulí Hospital Universitari, Institut d'Investigació i Innovació Parc Taulí I3PT. Consorci Sanitari Parc Taulí, Universitat Autònoma de Barcelona, Sabadell, Spain

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

This study aims to describe the hiring of nurses in Catalonia and the rest of Spain over 10 years.

Background



Precarious employment (PE) has negative consequences for nurses' quality of life and work performance.

Methods

Quantitative study using a retrospective, longitudinal, descriptive design. We analysed publicly available employment data from Catalonia and the rest of Spain.

Results

Nurses are among the health professionals with the lowest proportion of open-term (permanent) contracts, 25% during the first 4 years of employment. During the study period, each nurse hired had an average of 3.44 contracts per year. The proportion of nurses with a fixed-term (non-permanent) contract shrank from 25.3% in 2006 to 20.5% in 2012 and grew rapidly to 38.7% in 2018. We estimate that 14,800 nurses signed fixed-term contracts in 2018 without ever having registered as unemployed in nursing.

Conclusion

High rates of fixed-term hiring and the high number of contracts per nurse are evidence of a high level of PE for nurses in Catalonia.

Implications for Nursing Management

When policymakers and workforce planners design recruitment and retention programmes for nurses, they should consider improving working conditions by extending more open-term contracts to combat PE and, indirectly, the shortage of nurses.

DETAILS

Subject:	Working conditions; Hiring; Unemployed people; Quality of life; Workforce; Recruitment; Employment; Policy making; Nursing; Medical personnel; Contracts; Planners; Nurses; Nursing administration
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Empowerment and turnover of nurse managers before and after a major health care reform in Cyprus: A cross sectional study

Leontiou, Ioannis ¹

; Papastavrou, Evridiki ²; Middleton, Nicos ²; Merkouris, Anastasios ² ¹ A&E Department, Nicosia General Hospital, Nicosia, Cyprus; Cyprus Nurses and Midwives Association (CYNMA), Nicosia, Cyprus ² Department of Nursing, Cyprus University of Technology (CUT), Limassol, Cyprus

ABSTRACT (ENGLISH)

Aim

This study aimed to investigate the perceived empowerment and turnover intention of middle nurse managers before and after the implementation of a major reform of the health care system in Cyprus, which also includes the transition of public hospitals towards administrative and financial autonomy.

Background

The empowerment of nurse managers is important since previous studies have shown that it is associated with performance at work and may have an impact on their turnover intention.

Methods

A repeated cross-sectional study was conducted in March 2019 (first phase) and was repeated in March 2020 (second phase), after the introduction of major changes. The target population was all nurse managers of the public hospitals. The final sample consisted of 175 (RR 94%) participants in the first phase and 178 (RR 95.6%) in the second.

Results

Measurements at both time points revealed moderate levels of perceived empowerment among Cyprus nurse managers. Empowerment score (17.95) appeared slightly lower at the repeat measurement compared to the first empowerment score (18), but the observed difference was not statistically significant ($p=0.184$). Among the categories of empowerment *opportunities* was presenting statistically significant differences between the two phases. At the second phase, mean scores of empowerment were consistently lower among those who stated *YES* compared to those who stated *NO* in relation to (a) the intention to change department, (b) the intention to change profession and (c) the intention to change organization/hospital.

Conclusions

This study demonstrated lower levels of empowerment among nurse managers with turnover intentions. It is therefore needed to be investigated further whether lower empowerment levels are the main reason for turnover intentions. It also suggests the need for senior management to create opportunities and to develop and implement interventions which aim to maintain and further improve the empowerment of the nurse managers and assess their effectiveness in terms of turnover intention in the organization.

Implications for nursing policy

The senior management of the hospitals needs to adopt retention strategies by establishing an empowered positive working environment for nurse managers. Nurse managers need to collaborate with the senior management and seek more access to opportunities, information, support and resources which will enable them to perform their duties with efficiency and be more effective.

DETAILS

Subject:	Measurement; Hospitals; Health care; Empowerment; Nurse managers; Health care policy; Autonomy; Nursing administration; Employee turnover; Job satisfaction
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Professional identity and emotional labour affect the relationship between perceived organisational justice and job performance among Chinese hospital nurses

Jing-Fen Yu ¹

; Yue-Ming Ding ¹ ; Rui-Ying Jia ¹ ; Dan-Dan Liang ¹ ; Wu, Zhen ¹ ; Guang-Li Lu ² ; Chao-Ran Chen ¹

¹ Institute of Nursing and Health, School of Nursing and Health, Henan University, Kaifeng, China ²

Institute of Business Administration, School of Business, Henan University, Kaifeng, China

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To investigate the influence of perceived organisational justice, professional identity and emotional labour on nurses' job performance.

Background

Previous studies have not explored the impact of professional identity and emotional labour on the relationship between perceived organisational justice and job performance. However, how to mobilize the enthusiasm of nurses and improve their job performance is the key for nursing managers to realize the sustainable development of hospitals.

Methods

A cross-sectional survey design was conducted. A total of 951 nurses from public hospitals in China participated in the survey from March–June 2021. The descriptive statistical approach, Pearson's correlation analysis and the PROCESS Macro Model 4 and 14 in regression analysis were used to analyse the available data.

Results

The results showed that nurses' perceived organisational justice, professional identity, emotional labour and job performance were significantly positive correlations between every two variables, with coefficients ranging between .24 and .75. Professional identity played a whole mediating role in perceived organisational justice and job performance, accounting for 98.04% of the total effect; meanwhile, this process was moderated by emotional labour.

Conclusions

Perceived organisational justice positively predicted nurses' job performance; as a mediating mechanism with moderating, professional identity and emotional labour further explained how perceived organisational justice promoted the job performance of nurses.

Implications for nursing management

This study highlighted the moderated mediation role of professional identity and emotional labour between nurses' perceived organisational justice and job performance. Understanding this mechanism has guiding significance for nursing managers to improve nurses' job performance.

DETAILS

Subject: Job performance; Professional identity; Hospitals; Nursing; Emotional labor; Polls & surveys; Nurse managers; Sustainable development; Nurses; Nursing administration

Business indexing term: Subject: Job performance

Identifier / keyword: emotional labour; job performance; nurses; perceived organisational justice; professional identity

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Management actions for prevention and control of healthcare-associated infections: A grounded theory approach

Engel, Franciely Daiana ¹

; Kamylla dos Santos Cunha ¹

; Aline Lima Pestana Magalhães ¹

; Betina Horner Schlindwein Meirelles ¹

; Ana Lúcia Schaefer Ferreira de Mello ¹

¹ Graduate Program in Nursing, Health Sciences Center, Federal University of Santa Catarina, Florianópolis, Brazil

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To understand the management actions for prevention and control of health care-associated infections (HAIs) performed by health professionals.

Background

Prevention of nosocomial infections has evidence-based practice at its essence, but not all institutions are successful in implementing prevention methodology.

Methods

Qualitative research with Grounded Theory methodological framework. The research was carried out in two southern Brazilian hospitals. Data collected were employed through open interviews with 21 health professionals and managers. This process occurred concurrently with the data analysis, through constant comparative analysis.

Results

The understanding of the co-responsibility of managerial actions emerged as a central phenomenon of the theoretical model. Management actions for the prevention and control of HAIs are a collective phenomenon, in which co-responsibility sustains the effectiveness of the offered assistance. The behaviours of health teams in the face of structural and human weaknesses influence the construction of a supportive relationship in the effectiveness of patient safety actions.

Conclusions

The sharing of responsibilities between professionals and the actions of prevention and control of HAIs arising from this conduct positively influence the promotion of safer and improved quality care.

Implications for nursing management

Nursing managers should consider applying the tools to prevent and control HAIs and generate in-depth discussion to promote institution's cultural changes.

DETAILS

Subject:	Qualitative research; Hospitals; Prevention; Health promotion; Comparative analysis; Nosocomial infections; Medical personnel; Health behavior; Preventive medicine; Nursing; Action control; Teams; Quality of care; Cultural change; Grounded theory; Nursing administration
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Posttraumatic stress disorder and related factors among nurses working during the COVID-19 pandemic

Soon Yeung Bae ¹
; Hyo-Jeong Yoon ²
; Kim, Yunjung ¹
; Kim, Jisun ¹

¹ Yeungnam University Medical Center, Daegu, South Korea ² Department of Nursing, Yeungnam University College, Daegu, South Korea

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To analyse the prevalence of posttraumatic stress disorder (PTSD) and examine its related factors among nurses who worked during the coronavirus disease 2019 (COVID-19) pandemic in Daegu, South Korea.

Background

Nurses are a high-risk population for PTSD, especially during the COVID-19 pandemic. This study was conducted to identify the nursing work environmental factors that should be addressed to reduce PTSD.

Methods

Using a cross-sectional design, 365 nurses were enrolled. Their characteristics (intrapersonal, interpersonal, organizational, and COVID-19-related) and PTSD Checklist-5 scores were analysed.

Results

The average PTSD score was 14.98 ± 15.94 , and 16.5% of the participants had a high risk of PTSD. Nurses were more likely to have PTSD if they were married (odds ratio=3.02, $p=.013$) and when nurse managers' abilities, leadership, and support of nurses were low (odds ratio=3.81, $p<.001$).

Conclusions

The nursing work environment was found to be associated with PTSD. Therefore, interventions are necessary to increase nurse managers' abilities, leadership, and support for nurses to reduce the risk of PTSD among nurses.

Implications for Nursing Management

Effective professional and social support and interventions to improve nurse managers' abilities, leadership, and support of nurses are needed to reduce PTSD.

DETAILS

Subject:	Risk reduction; Social support; Intervention; Ability; Nurse managers; Managers; Work environment; COVID-19; Pandemics; High risk; Nurse led services; Nursing; Environmental aspects; Enrolled nurses; Nurses; Leadership; Post traumatic stress disorder; Nursing administration; Occupational stress
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Determinants of the risk of burnout among nurses during the first wave of the COVID-19 pandemic in Belgium: A cross-sectional study

Khan, Yasmine ¹

; Bruyneel, Arnaud ² ; Smith, Pierre ³ ¹ Faculty of Public Health, Woluwe-Saint-Lambert, Belgium; Faculty of Medicine and Health Sciences, Department of Public Health and Primary Care, Ghent University, Campus UZ-Ghent, Ghent, Belgium ² Health Economics, Hospital Management and Nursing Research Dept, School of Public Health, Université Libre de Bruxelles, Belgium ³ Department Epidemiology and Public Health, Sciensano, Brussels, Belgium; School of Public Health, Erasme Campus, Brussels, Belgium; Institute of Health and Society (IRSS), Université Catholique de Louvain, Brussels, Belgium

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aims

To estimate the prevalence of burnout risk among nurses during the peak of the first wave of the COVID-19 pandemic in Belgium and to identify risk groups and protective and risk factors.

Background

Nurses are at high risk of burnout, and this can have negative consequences for them, patients and health care

systems. The pandemic may have changed their working conditions and increased their risk of burnout.

Methods

The risk of burnout was assessed through the Maslach Burnout Inventory Scale. Information on socio-demographic and working conditions during the pandemic was also collected. We obtained 4552 respondents through convenience sampling.

Results

A high risk of burnout was found in 70% of respondents. The main risk factors of burnout were the lack of personal protective equipment, changes in perceived workload and working with COVID-19 patients.

Conclusions

An uneven workload for nurses is an underlying problem during the COVID-19 pandemic and a significant risk factor for their burnout. The decreased workload is a risk factor for burnout as important as increased workload and repeated exposure to COVID-19.

Implications for Nursing Management

Burnout prevention and treatment interventions must target the correct risk factors and identify nurses at risk to be cost-effective.

DETAILS

Subject:	Working conditions; Health care; Prevention programs; Personal development; Risk factors; COVID-19; Pandemics; Burnout; Risk assessment; Equipment; High risk; Nurses; Workloads; Nursing administration; Occupational stress; Health risks
Business indexing term:	Subject: Working conditions Burnout Workloads Occupational stress
Location:	Belgium
Identifier / keyword:	burnout; COVID-19; nurses; protective factors; risk factors
Publication title:	Journal of Nursing Management; Oxford
Volume:	30
Issue:	5
Pages:	1125-1135
Publication year:	2022
Publication date:	Jul 2022
Section:	ORIGINAL ARTICLES
Publisher:	Hindawi Limited
Place of publication:	Oxford
Country of publication:	United Kingdom, Oxford
Publication subject:	Medical Sciences--Nurses And Nursing, Business And Economics--Management

ISSN:	09660429
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Source type:	Scholarly Journal
Language of publication:	English
Document type:	Journal Article
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Online publication date:	2022-04-28
Milestone dates:	2022-02-04 (Revised); 2021-09-17 (Received); 2022-04-04 (Accepted)
Publication history :	
First posting date:	28 Apr 2022
DOI:	https://doi.org/10.1111/jonm.13624
ProQuest document ID:	2684559368
Document URL:	https://www.proquest.com/scholarly-journals/determinants-risk-burnout-among-nurses-during/docview/2684559368/se-2?accountid=211160
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Servant leadership and performance of public hospitals: Trust in the leader and psychological empowerment of nurses

Saleem, Sharjeel ¹

; Tourigny, Louise ²

; Muhammad Mustafa Raziq ³

; Shaheen, Sadia ¹

; Goher, Amna ¹ ¹ Lyallpur Business School, Government College University Faisalabad, Faisalabad, Pakistan ² University of Wisconsin-Whitewater, Whitewater, Wisconsin, USA ³ NUST Business School, National University of Sciences and Technology (NUST), Islamabad, Pakistan

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aims

This study examines the effect of servant leadership on the performance of the hospital through the mediating effect of trust in the leader. It further analyses the moderating role of psychological empowerment.

Background

Hospitals in Pakistan experience a severe shortage of nurses. Nurses are overworked and need support to provide quality patient care. Servant leadership, which focuses on the growth and development of followers, is of relevance in such context.

Methods

A sample of 339 registered nurses from four public hospitals in Pakistan provided survey data. Instruments with established psychometric properties and structural equation modelling were used to test the model.

Results

Servant leadership has a significant direct effect on trust in the leader and an indirect effect on the performance of the hospital through trust in the leader. A moderated mediation test reveals that the relationship between trust in the leader and the performance of the hospital is stronger when nurses report high psychological empowerment.

Conclusion

Servant leadership instils trust among nurses and elevates the organisational performance of the hospital.

Implications for Nursing Management

Hospitals should select and train nurse managers who can embody the principles of servant leadership and provide resources to increase psychological empowerment among nurses.

DETAILS

Subject:	Psychological empowerment; Nurses; Empowerment; Servant leadership; Nurse managers; Trust hospitals; Patients; Modelling; Leadership; Nursing administration; Quantitative psychology
Business indexing term:	Subject: Servant leadership
Location:	Pakistan
Identifier / keyword:	health care sector; nurses; organisational performance; psychological empowerment; servant leadership; trust in the leader
Publication title:	Journal of Nursing Management; Oxford
Volume:	30
Issue:	5
Pages:	1206-1214
Publication year:	2022
Publication date:	Jul 2022
Section:	ORIGINAL ARTICLES

Publisher:	Hindawi Limited
Place of publication:	Oxford
Country of publication:	United Kingdom, Oxford
Publication subject:	Medical Sciences--Nurses And Nursing, Business And Economics--Management
ISSN:	09660429
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Language of publication:	English
Document type:	Journal Article
Publication history :	
Online publication date:	2022-04-18
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Publication history :	
First posting date:	18 Apr 2022
DOI:	https://doi.org/10.1111/jonm.13622
ProQuest document ID:	2684559365
Document URL:	https://www.proquest.com/scholarly-journals/servant-leadership-performance-public-hospitals/docview/2684559365/se-2?accountid=211160
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Database:	Publicly Available Content Database

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Nurses' perceived work performance and health during presenteeism: Cross-sectional associations with personal and organisational factors

Fiorini, Luke Anthony ¹
; Houdmont, Jonathan ²

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To determine personal and organisational factors associated with work performance and illness outcomes during presenteeism in a cohort of nurses.

Background

Presenteeism is prevalent in nursing populations. It is known to be associated with impaired health and performance loss. Knowledge about the factors associated with presenteeism may help foster better health and performance in this group.

Methods

A survey ($N = 270$) was conducted in a population of nurses working with older adults. Hierarchical multiple regression was used to explore factors associated with performance loss and illness outcomes during presenteeism.

Results

Work performance and illness outcomes were often reported as poor during presenteeism. Less negative illness perceptions and work engagement were associated with better work performance and illness outcomes. Older age and manager support were also associated with better work performance. Non-organisational causes of illness were associated with better illness outcomes.

Conclusion

Performance levels and illness outcomes during presenteeism are associated with a combination of illness-related, individual, attitudinal and organisational factors.

Implications for nursing management

Fostering engagement, support, good relationships and a hazard-free environment may improve performance and health during presenteeism.

DETAILS

Subject:	Older people; Illnesses; Nursing; Work; Nurses; Nursing administration
Identifier / keyword:	consequence; health; nurses; performance; presenteeism
Publication title:	Journal of Nursing Management; Oxford
Volume:	30
Issue:	5
Pages:	O37-O45
Publication year:	2022
Publication date:	Jul 2022
Section:	ORIGINAL ARTICLES

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Country of publication:	United Kingdom, Oxford
Publication subject:	Medical Sciences--Nurses And Nursing, Business And Economics--Management
ISSN:	09660429
e-ISSN:	13652834
Source type:	Scholarly Journal
Language of publication:	English
Document type:	Journal Article
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Publication history :	
First posting date:	04 Jul 2020
DOI:	https://doi.org/10.1111/jonm.13065
ProQuest document ID:	2684559361
Document URL:	https://www.proquest.com/scholarly-journals/nurses-perceived-work-performance-health-during/docview/2684559361/se-2?accountid=211160
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Managing holistic nursing practice: The need for spiritual care competence in health care practice

Dobrowolska, Beata ¹
; Whelan, Jacqueline ²
; Timmins, Fiona ³

¹ Faculty of Health Sciences, Medical University of Lublin, Lublin, Poland ² School of Nursing and

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DETAILS

Subject:	Health care; Competence; Holistic approach; Holistic nursing; Nursing skills; Nursing administration; Professional practice
Publication title:	Journal of Nursing Management; Oxford
Volume:	30
Issue:	5
Pages:	1083-1086
Publication year:	2022
Publication date:	Jul 2022
Section:	EDITORIAL
Publisher:	Hindawi Limited
Place of publication:	Oxford
Country of publication:	United Kingdom, Oxford
Publication subject:	Medical Sciences--Nurses And Nursing, Business And Economics--Management
ISSN:	09660429
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Language of publication:	English
Document type:	Editorial
Publication history :	
Online publication date:	2022-07-05
Milestone dates:	2021-12-21 (Received); 2021-12-24 (Accepted)

Publication history :**First posting date:** 05 Jul 2022**DOI:** <https://doi.org/10.1111/jonm.13538>**ProQuest document ID:** 2684559357**Document URL:** <https://www.proquest.com/scholarly-journals/managing-holistic-nursing-practice-need-spiritual/docview/2684559357/se-2?accountid=211160>**Copyright:** © 2022 John Wiley & Sons Ltd**Last updated:** 2023-06-21**Database:** Publicly Available Content Database

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The relationship between workplace incivility and turnover intention in nurses: A cross-sectional study

Bahar Dünder Kavaklı ¹; Yildirim, Nezaket ²¹ Institute of Health Sciences, Nursing Management Department, Akdeniz University, Antalya, Turkey ²
Faculty of Nursing, Department of Nursing Management, Akdeniz University, Antalya, Turkey[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

The aim of this study was to examine the relationship between workplace incivility and the turnover intention in nurses.

Background

Studies assessing the association between nurses' turnover intention and workplace incivility are limited.

Methods

The research was carried out on a total of 250 nurses working in three private hospitals in Antalya, Turkey. The data were collected using a Demographic Questionnaire, the Workplace Incivility Scale and the Turnover Intention Scale.

Results

The mean workplace incivility scores of the nurses were determined to be 6.68 ± 7.96 . The mean turnover intention scores of the nurses were 6.38 ± 3.44 . A statistically significant positive relationship was found between workplace incivility scores and turnover intention scores ($r=0.632$, $p=0.0001$). The linear regression model showed that workplace incivility, working in the emergency or intensive care unit, and dissatisfaction with the current institution were independent factors of turnover intention.

Conclusions

The results of the study demonstrated a significant relationship between workplace incivility and turnover intention in nurses. Nurses who are less exposed to workplace incivility were seen to have a lower turnover intention.

Implications for Nursing Management

Simple measures that organisations may take to reduce workplace incivility may increase nurses' workplace satisfaction, reduce turnover intention and enable them to work more efficiently. It would be useful for nursing managers to lead initiatives in institutions to reduce workplace incivility and improve the culture of civility.

DETAILS

Subject:	Workplaces; Nursing; Civility; Private hospitals; State employees; Nurses; Nursing administration; Employee turnover; Joint ventures; Intensive care
Business indexing term:	Subject: Employee turnover Joint ventures
Identifier / keyword:	nursing; turnover intention; workplace incivility
Publication title:	Journal of Nursing Management; Oxford
Volume:	30
Issue:	5
Pages:	1235-1242
Publication year:	2022
Publication date:	Jul 2022
Section:	ORIGINAL ARTICLES
Publisher:	Hindawi Limited
Place of publication:	Oxford
Country of publication:	United Kingdom, Oxford
Publication subject:	Medi cal Sciences--Nurses And Nursing, Business And Economics--Management
ISSN:	09660429
e-ISSN:	13652834
Source type:	Scholarly Journal
Language of publication:	English
Document type:	Journal Article
Publication history :	
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Milestone dates:	2022-03-06 (Revised); 2021-12-29 (Received); 2022-03-10 (Accepted)

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DOI: <https://doi.org/10.1111/jonm.13594>

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Health care managers' competence in knowledge management: A scoping review

Karsikas, Eevi ¹
; Meriläinen, Merja ² ; Anna-Maria Tuomikoski ³
; Koivunen, Kirsi ⁴ ; Jarva, Erika ⁵
; Mikkonen, Kristina ⁶
; Oikarinen, Anne ⁶
; Kääriäinen, Maria ⁶
; Päivi Jounila-Iloa ⁴ ; Kanste, Outi ⁶

¹ Research Unit of Nursing Science and Health Management, University of Oulu, Oulu, Finland; Oulu University Hospital, Oulu, Finland ² Medical Research Center, Oulu University Hospital, Oulu, Finland ³ Research Unit of Nursing Science and Health Management, University of Oulu, Oulu, Finland; Oulu University of Applied Sciences, Oulu, Finland; The Finnish Centre For Evidence-Based Health Care: A Joanna Briggs Institute Centre of Excellence, Helsinki, Finland ⁴ Oulu University of Applied Sciences, Oulu, Finland ⁵ Research Unit of Nursing Science and Health Management, University of Oulu, Oulu, Finland ⁶ Research Unit of Nursing Science and Health Management, University of Oulu, Oulu, Finland; The Finnish Centre For Evidence-Based Health Care: A Joanna Briggs Institute Centre of Excellence, Helsinki, Finland; Medical Research Centre Oulu, Oulu University Hospital and University of Oulu, Oulu, Finland

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ABSTRACT (ENGLISH)

Aim

To identify current evidence on health care managers' competence in knowledge management.

Background

Although successful knowledge management improves the quality of care and performance of health care organisations, there is limited evidence on health care managers' competence in knowledge management

Evaluation

A scoping review was conducted by including original published and unpublished studies (qualitative, quantitative, and experimental) and review designs in English, Finnish, or Swedish. The studies were retrieved from six databases (CINAHL, ProQuest, PubMed, Scopus, Mednar, and Finnish database Medic) in November 2020 and then complemented in January 2022. Narrative synthesis was used to synthesize data.

Key issues

A total of 21 articles was included in the review. The main themes of managers' competence in knowledge management presented in these were system management, professional development, and leadership behaviour and attitude. No valid and reliable instruments were described in the included studies.

Conclusion

At present, there is a limited understanding of health care managers' competence in knowledge management. A comprehensive understanding of this topic can provide a direction for future research.

Implications for Nursing Management

The results can be utilized in the assessment and development of managers' competence in knowledge management, as well as the formulation of education and in-service training for health care managers.

DETAILS

Subject:	Health care; Quality of care; Competence; Managers; Knowledge management; Social development; Professional development; Leadership; Nursing administration; Core competencies; Health care management
Business indexing term:	Subject: Knowledge management Core competencies
Identifier / keyword:	knowledge management; competence; manager; leader; health care; scoping review
Publication title:	Journal of Nursing Management; Oxford
Volume:	30
Issue:	5
Pages:	1168-1187
Publication year:	2022
Publication date:	Jul 2022
Section:	REVIEW ARTICLE
Publisher:	Hindawi Limited
Place of publication:	Oxford
Country of publication:	United Kingdom, Oxford
Publication subject:	Medical Sciences--Nurses And Nursing, Business And Economics--Management

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Language of publication:	English
Document type:	Literature Review, Journal Article
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Publication history :	
First posting date:	22 Apr 2022
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The organisation of nurse staffing in intensive care units: A qualitative study

Endacott, Ruth ¹
; Pattison, Natalie ²
; Dall'Ora, Chiara ³
; Griffiths, Peter ³
; Richardson, Annette ⁴
; Pearce, Susie ⁵

¹ School of Nursing and Midwifery, University of Plymouth, Plymouth, UK; School of Nursing and Midwifery, Monash University, Melbourne, Australia; National Institute for Health Research, London, UK ² University of Hertfordshire, Hatfield, UK; East and North Herts NHS Trust, Stevenage, UK ³ School of

Health Sciences, University of Southampton, Southampton, UK ⁴ The Newcastle upon Tyne Hospitals NHS Foundation Trust, Newcastle upon Tyne, UK ⁵ School of Nursing and Midwifery, University of Plymouth, Plymouth, UK; Clinical School, University of Plymouth/Torbay and South Devon NHS Foundation Trust, Plymouth, UK

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aims

To examine the organisation of the nursing workforce in intensive care units and identify factors that influence how the workforce operates.

Background

Pre-pandemic UK survey data show that up to 60% of intensive care units did not meet locally agreed staffing numbers and 40% of ICUs were closing beds at least once a week because of workforce shortages, specifically nursing. Nurse staffing in intensive care is based on the assumption that sicker patients need more nursing resource than those recovering from critical illness. These standards are based on historical working, and expert professional consensus, deemed the weakest form of evidence.

Methods

Focus groups with intensive care health care professionals ($n=52$ participants) and individual interviews with critical care network leads and policy leads ($n=14$ participants) in England between December 2019 and July 2020. Data were analysed using framework analysis.

Findings

Three themes were identified: the constraining or enabling nature of intensive care and hospital structures; whole team processes to mitigate nurse staffing shortfalls; and the impact of nurse staffing on patient, staff and intensive care flow outcomes. Staff made decisions about staffing throughout a shift and were influenced by a combination of factors illuminated in the three themes.

Conclusions

Whilst nurse:patient ratios were clearly used to set the nursing establishment, it was clear that rostering and allocation/re-allocation during a shift took into account many other factors, such as patient and family nursing needs, staff well-being, intensive care layout and the experience, and availability, of other members of the multi-professional team. This has important implications for future planning for intensive care nurse staffing and highlights important factors to be accounted for in future research studies.

Implications for Nursing Management

In order to safeguard patient and staff safety, factors such as the ICU layout need to be considered in staffing decisions and the local business case for nurse staffing needs to reflect these factors. Patient safety in intensive care may not be best served by a blanket 'ratio' approach to nurse staffing, intended to apply uniformly across health services.

DETAILS

Subject: Workforce planning; Patient safety; Clinical outcomes; Future planning; Beds; Layout; Workforce; Patients; General practice; Shortages; Rostering; Pandemics; Nursing; Medical personnel; Teams; Staffing; Intensive care; Health services; Nursing administration; Qualitative research; Ratios; Critical care

Business indexing term: Subject: Workforce planning Workforce Ratios

Identifier / keyword:	intensive care unit; staffing levels; workforce; workload management
Publication title:	Journal of Nursing Management; Oxford
Volume:	30
Issue:	5
Pages:	1283-1294
Publication year:	2022
Publication date:	Jul 2022
Section:	ORIGINAL ARTICLES
Publisher:	Hindawi Limited
Place of publication:	Oxford
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Publication subject:	Medical Sciences--Nurses And Nursing, Business And Economics--Management
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Language of publication:	English
Document type:	Journal Article
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Online publication date:	2022-04-10
Milestone dates:	2022-03-22 (Revised); 2022-03-07 (Received); 2022-03-23 (Accepted)
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ProQuest document ID:	2684559352
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Experience and views of nurses on nursing services and personal protective equipment in Covid-19 pandemic the case of Turkey: A cross-sectional study

Çelik, Sevilay Şenol ¹
; Azize Atli Özbaş ²
; Mustafa Sabri Kovancı ²
; Savaş, Hafize ³
; Çelik, Yusuf ⁴

¹ School of Nursing, Koc University, Istanbul, Turkey ² Faculty of Nursing, Hacettepe University, Ankara, Turkey ³ Faculty of Health Sciences, Lokman Hekim University, Ankara, Turkey ⁴ Faculty of Health Sciences, Department of Health Management, Marmara University, Istanbul, Turkey

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Background

During the COVID-19 pandemic, there were difficulties in planning the nursing workforce and personal protective equipment.

Aim

The purpose of this study was to identify the experiences and views of nurses on personal protective equipment use and nursing workforce planning in Turkey.

Methods

This descriptive and cross-sectional study was conducted between 23 December 2020 and 3 May 2021, among 362 nurses who agreed to participate in this study voluntarily.

Results

The findings showed that the satisfaction scores were significantly higher for those nurses who worked in 8-h shifts, were not assigned to different clinics, were notified by an official letter and 1 week or month in advance before assignment compared with nurses in other categories.

Conclusions

The problems that have arisen in the COVID-19 pandemic process have made it clear that there is a need for a nursing services management model in the event of an epidemic.

Implications for Nursing Management

This study reveals the need for the 'Nursing Services Management Model in the Event of an Epidemic' by discussing the problems of nurse workforce planning and protective personal equipment management from the perspective of nurses who experienced these problems at first hand.

DETAILS

Subject:	Workforce planning; Personal protective equipment; Workforce; COVID-19; Pandemics; Equipment; Epidemics; Nursing; Nurses; Nursing administration
Business indexing term:	Subject: Workforce planning Workforce
Location:	Turkey
Identifier / keyword:	COVID-19; nurses; nursing management; personal protective equipment
Publication title:	Journal of Nursing Management; Oxford
Volume:	30
Issue:	5
Pages:	1136-1146
Publication year:	2022
Publication date:	Jul 2022
Section:	ORIGINAL ARTICLES
Publisher:	Hindawi Limited
Place of publication:	Oxford
Country of publication:	United Kingdom, Oxford
Publication subject:	Medical Sciences--Nurses And Nursing, Business And Economics--Management
ISSN:	09660429
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Source type:	Scholarly Journal
Language of publication:	English
Document type:	Journal Article
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Development of Student Survey on Writing Nursing Care Plan: An exploratory sequential mixed-methods study

Salvador, Jordan T ¹

; Alqahtani, Friyal M ²; Sauce, Ben Ryan J ¹; Alvarez, Marc Oneel C ³; Rosario, Ahrjaynes B ¹; Reyes, Lilibeth D ¹; Mohamed, Eman R ³; Awadh, Lamia A ²; Kathlynn Kaye B Sanchez ¹; Alzaid, Mohammed ³; Agman, Darwin D ³; Schonewille, May Ann P ³ ¹ Department of Nursing Education, Imam Abdulrahman Bin Faisal University, Dammam, Saudi Arabia ² Department of Community Health Nursing, Imam Abdulrahman Bin Faisal University, Dammam, Saudi Arabia ³ Department of Fundamentals of Nursing, Imam Abdulrahman Bin Faisal University, Dammam, Saudi Arabia

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To come up with a newly developed survey tool that will measure the students' level of quality in writing nursing care plans (NCPs).

Background

Exploring various challenges of students in writing NCP would enlighten educators to design innovative strategies on how to mitigate gaps between nursing education and practice.

Methods

This study utilized an exploratory sequential mixed-methods design in three stages. In phase 1, qualitative semi-structured interviews of 22 students were conducted, and the data were analysed using the Colaizzi method. In phase 2, qualitative results were transformed into survey components, constructs and items, and the data were

developed into a new survey tool based on the nursing process system (NPS) model. In phase 3, a quantitative cross-sectional survey of 195 nursing students was conducted to measure their level of quality in writing NCP, and the data were analysed using descriptive statistics of the SPSS software.

Results

In the first (qualitative) phase, five themes emerged from various challenges of nursing students in writing care plans: (a) data gathering; (b) identifying clients' problems; (c) formulating sustainable goals; (d) providing appropriate interventions; and (5) recognizing client's outcomes. In the second phase, a valid and reliable tool called the *Student Survey on Writing Nursing Care Plan (SSW-NCP)* was developed and tested. Lastly, in the third (quantitative) phase, the nursing students have shown a 'very good' level of quality in writing NCP.

Conclusion

Determining students' level of quality in writing NCP would come up with comprehensive ways of improving student competencies in patient care management.

Implications for Nursing Management

The survey tool that is formulated from the study will provide relevant information for nurse educators and managers in managing students' and registered nurses' capabilities in writing an excellent care plan.

DETAILS

Subject:	Students; Nursing education; Writing; Patients; Nursing care; Nursing; Nurse tutors; Care plans; Polls & surveys; Capabilities; Medical education; Nursing administration; Qualitative research; Health care management; Professional practice
Identifier / keyword:	Middle East; nurses; nursing education; nursing students; qualitative research; quantitative research; Saudi Arabia
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Pages:	O23-O36
Publication year:	2022
Publication date:	Jul 2022
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Country of publication:	United Kingdom, Oxford
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Risk factors for newly acquired pressure ulcer and the impact of nurse staffing on pressure ulcer incidence

Kim, Jinhyun ¹ ; Jai-Yon Lee ¹ ; Lee, Eunhee ²

¹ College of Nursing, Seoul National University, Seoul, Korea ² School of Nursing/Research Institute of Nursing Science, Hallym University, Chuncheon, Korea

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To analyse patient factors and nurse staffing-related issues involving hospital-acquired pressure ulcers in patients at two types of hospital.

Background

Hospital-acquired pressure ulcers are important for the safety of hospitalized patients. Hospital-acquired pressure

ulcers not only cause health problems, but also pose an economic burden to patients. In addition to patient factors such as mobility and skin integrity, hospital factors such as nurse staffing can also affect the management of such patients.

Methods

This study is a retrospective review of patient data and analysis of factors related to hospital-acquired pressure ulcers using stratified Cox proportional hazards regression.

Results

A total of 53,923 patients were included. The incidence of hospital-acquired pressure ulcers was 0.98 per 1,000 days. Hospital-acquired pressure ulcers were affected by gender, age, previous falls, low oxygen levels, positioning and toilet use. When the levels of nurse staffing were determined as one of the hospital factors, the daily hours of patient care was increased thereby contributing to the reduced incidents of hospital-acquired pressure ulcers.

Conclusion

Strategies for preventing hospital-acquired pressure ulcers should be based on the analysis of risk factors.

Implications for Nursing Management

Most individual risk factors for hospital-acquired pressure ulcers identified cannot be modified easily in a short time. Nurse staffing should be set at adequate levels to prevent hospital-acquired pressure ulcers.

DETAILS

Subject:	Positioning; Workforce planning; Patients; Pressure ulcers; Hospitalized; Risk factors; Ulcers; Health problems; Oxygen; Morality; Acquired; Mobility; Staffing; Nursing administration
Business indexing term:	Subject: Workforce planning
Identifier / keyword:	hours per patient-day; incidence; nurse staffing; pressure ulcer; risk factor
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Experiences and mediating factors in nurses' responses to electronic device alarms: A phenomenological study

Fidel López-Espuela ¹

; Beatriz Rodríguez-Martin ²

; Jesús Lavado García ¹; Rosaura Toribio-Felipe ¹; Francisco Javier Amarilla-Donoso ¹; Rodríguez Almagro, Julián Javier ²

; Ribeiro, Ana S F ³; Fernandes, Vítor S ⁴; José María Moran-García ^{1 1} Nursing Department, Nursing and Occupational Therapy College, University of Extremadura, Cáceres, Spain ² Nursing, Physiotherapy and Occupational Therapy Department, Faculty of Health Sciences, University of Castilla la Mancha,

ABSTRACT (ENGLISH)

Aim

This study aims to explore the experiences and mediating factors of nurses' responses to electronic device alarms in critical care units (CCUs).

Background

Alarm fatigue occasionally has adverse consequences for patient safety.

Methods

This qualitative study was designed and analysed following Giorgi's descriptive phenomenological approach. Seventeen nurses were theoretically sampled, reaching information saturation. Semistructured interviews were used to collect the data.

Results

Three central themes explained nurses' experiences: general perceptions about alarms (basic equipment of the CCU), strategies to reduce false alarms (training in the configuration of monitors, customization of the alarms to fit the patient's condition, teamwork and taking advantage of the development of technology) and key elements of the response to alarms (information about patient's condition, nurses' clinical experience, type of CCU, 'cry-wolf' phenomenon and nurse/patient ratio).

Conclusions

To reduce false alarms, nurses need further postgraduate training, training on monitors and customizing alarms to fit the patient's health status. The complex process of deciding to respond to an alarm includes environmental, professional variables and patient status.

Implications for Nursing Management

Nurse managers should ensure that nurses have sufficient experience and training in the CCU, improve the nurse/patient ratio, promote teamwork and ensure that the devices are the latest generation.

DETAILS

Subject:	Graduate studies; Fatigue; Nurse managers; Professional training; Equipment; Health status; Saturation; Nurses; Information technology; Alarms; False alarms; Clinical nursing; Clinical experience; Teamwork; Nursing administration; Critical care; Qualitative research
Identifier / keyword:	clinical alarms; critical care unit; fatigue alarm; management alarm; nursing; patient safety
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Volume:	30
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Publication year:	2022
Publication date:	Jul 2022
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Associations between perceived overqualification, organisational commitment and work passion of nurses: A multicentre cross-sectional study

Yu-Fang Guo ¹

; Wang, Ying ¹ ; Plummer, Virginia ²

; Cross, Wendy ³

; Lam, Louisa ⁴

; Ke-fang Wang ¹ ¹ School of Nursing and Rehabilitation, Shandong University, Jinan, China ² School of Health, Federation University Australia, Melbourne, Victoria, Australia; ³ School of Nursing and Midwifery, Faculty of Medicine, Nursing and Health Sciences, Monash University, Melbourne, Victoria, Australia ⁴ School of Health, Federation University Australia, Melbourne, Victoria, Australia ⁴ School of Health, Federation University Australia, Melbourne, Victoria, Australia; School of Public Health and Preventive Medicine, Monash University, Melbourne, Victoria, Australia

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ABSTRACT (ENGLISH)

Aim

To investigate the associations between perceived overqualification, organisational commitment and work passion of nurses.

Background

Few studies have considered the effects of perceived overqualification and organisational commitment on work passion of nurses, especially in developing countries.

Methods

This is a multicentre cross-sectional study. A total of 4511 nurses from eight tertiary hospitals were recruited. The Scale of Perceived OverQualification (SPOQ), the Organizational Commitment Scale (OCS) and the Work Passion Scale (WPS) were used to collect the data. Hierarchical multiple regression were employed.

Results

Perceived overqualification and organisational commitment were the main predictors for both harmonious and obsessive passions (each $p < .001$). The unique effect of organisational commitment ($\beta_{\text{harmonious}} = .608$, $\beta_{\text{obsessive}} = .556$) on work passion were six to eight times larger than these of perceived overqualification ($\beta_{\text{harmonious}} = -.079$, $\beta_{\text{obsessive}} = .085$).

Conclusion

Our findings indicate that high perceived overqualification clearly reduces nurses' harmonious passion and increases their obsessive passion, whereas high organisational commitment significantly promotes nurses' harmonious and obsessive passions.

Implications for nursing management

Nurse managers should distinguish the different effects of perceived overqualification and organisational commitment on work passion. Effective intervention should be developed to release nurses' potential abilities and improve their organisational commitment and work passion.

Chinese Clinical Trial Registry: ChiCTR2100047974.

DETAILS

Subject:	Nurses; Hospitals; Overqualification; Organizational commitment; Nurse managers; Clinical trials; Work; Developing countries--LDCs; Clinical research; Multicentre; Nursing administration
Business indexing term:	Subject: Overqualification
Identifier / keyword:	harmonious passion; nurse; obsessive passion; organisational commitment; perceived overqualification
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Cultural competence and decision-making of nurse leaders in a university hospital in Saudi Arabia: A descriptive correlational study

Manlangit, Arsenic T ¹

; Fritz Gerald V Jabonete ²

; Ridulme, Queenie R ³ ¹ Nursing Affairs Department, King Abdullah Bin Abdulaziz University Hospital, Riyadh, Saudi Arabia ² College of Allied Health, Nursing Department, National University, Metro Manila, Philippines ³ Faculty of Management and Development Studies, University of the Philippines Open University, Laguna, Philippines

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ABSTRACT (ENGLISH)

Aims

The aim of this study is to determine the quality of decision-making and cultural competence in terms of cultural competence behaviour and cultural awareness and sensitivity of nurse leaders. Furthermore, this study explores the relationships between selected demographic profiles, cultural awareness and sensitivity, cultural competence behaviour and quality of decision-making.

Background

Diversity contributes to varying beliefs and practices in the workplace. Leaders with cultural competence, awareness and sensitivity can evaluate alternatives for the decision-making process and develop effective strategies to implement decisions.

Methods

A descriptive correlational design was utilized. The respondents ($n=122$) completed the Cultural Competence Assessment instrument and Decision Making Quality Scale questionnaire.

Results

Cultural awareness and sensitivity are significantly related to the Middle Eastern race. Furthermore, cultural competence behaviour is significantly related to years of experience in Saudi Arabia and leadership positions. Quality of decision-making is significantly related to years of experience in Saudi Arabia. Cultural awareness, sensitivity and cultural competence behaviour are significantly related to the quality of decision-making.

Conclusions

Culturally aware, sensitive and competent nurse leaders are more likely to adhere to the quality decision-making criteria.

Implications for Nursing Management

Promoting training and continuing education for nurse leaders are crucial to ensure they possess the right cultural knowledge and skills.

DETAILS

Subject:	Continuing education; Cultural competence; Multiculturalism & pluralism; Decision making; Race; Workplaces; Leadership; Behavior; Cultural awareness; Nursing administration
Business indexing term:	Subject: Leadership
Location:	Saudi Arabia
Identifier / keyword:	cultural competence; decision-making; diversity in nursing; management; nursing leadership
Publication title:	Journal of Nursing Management; Oxford
Volume:	30
Issue:	5
Pages:	1215-1224
Publication year:	2022
Publication date:	Jul 2022
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Development of a taxonomy of activities in health prevention and promotion for primary care

María J Pumar-Méndez ¹
; Olga Lopez-Dicastillo ¹
; Hernantes, Naia ²
; Andrea Iriarte-Roteta ³
; Belintxon, Maider ¹
; Antonio García-Iriarte ⁴
; Mujika, Agurtzane ¹

¹ Department of Community, Maternity and Pediatric Nursing, School of Nursing, University of Navarra, Pamplona, Spain; IdiSNA, Navarra Institute for Health Research, Pamplona, Spain; ImPuLS Research Group, University of Navarra, Pamplona, Spain ² Department of Community, Maternity and Pediatric Nursing, School of Nursing, University of Navarra, Pamplona, Spain; ImPuLS Research Group, University of Navarra, Pamplona, Spain ³ Department of Community, Maternity and Pediatric Nursing, School of Nursing, University of Navarra, Pamplona, Spain; ImPuLS Research Group, University of Navarra, Pamplona, Spain; Servicio Navarro de Salud – Osasunbidea, Pamplona, Spain ⁴ ImPuLS Research Group, University of Navarra, Pamplona, Spain; Servicio Navarro de Salud – Osasunbidea, Centro de Salud de Huarte, Huarte, Spain

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ABSTRACT (ENGLISH)

Aim

To develop a taxonomy of activities in health prevention and promotion for primary care.

Background

Despite health promotion being considered a keystone for population health and health care sustainability, its implementation remains insufficient. Customized evaluation tools are needed to address prevention and promotion omissions in primary care.

Method

A taxonomy was designed using documentary analysis. Documents describing frontline primary care professionals' health prevention and promotion activities or omissions were identified and analysed using framework analysis.

Results

The 'Taxonomy of Activities in Health Prevention and Promotion for Primary Care' (TaxoPromo) includes 43 activities grouped into eight categories: planification, situational analysis, capacity building, development of awareness/public opinion, advocacy, development of networks, development of partnerships and intervention strategies.

Conclusion

By contrasting the usual practices with the activities collected in the TaxoPromo, opportunities for improvement can be unveiled.

Implications for Nursing Management

The TaxoPromo can be used at organisational and system levels to identify actions to integrate health prevention and promotion activities into a systematic, data-driven process; design implementation plans and tailor-made strategies for capacity building; enable benchmarking; and address omissions. The TaxoPromo can serve as a catalyst tool for the clarification and expansion of the nursing role in health prevention and promotion.

DETAILS

Subject:	Primary care; Taxonomy; Nursing; Prevention; Capacity building approach; Classification; Health promotion; Partnerships; Public opinion; Advocacy; Nursing administration
Identifier / keyword:	capacity building; health promotion; nursing care; preventive health services; taxonomy
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Perceptions of Australian remote area nurses about why they stay or leave: A qualitative study

Argent, Jacki ¹ ; Lenthall, Sue ¹
; Hines, Sonia ²
; Rissel, Chris ³

¹ Flinders Northern Territory, Flinders University, Katherine, Northern Territory, Australia ² Flinders Rural and Remote Health, Alice Springs, Northern Territory, Australia ³ Flinders Northern Territory,

ABSTRACT (ENGLISH)

Aim

The aim of this study was to examine the perspectives of experienced Australian remote area nurses about remote nursing staff retention strategies.

Background

There is low retention of remote area nurses in remote Australia. Retention of remote area nurses can be improved by a supportive environment including good management, professional development and supervision.

Method

This is a qualitative study using in-depth interviews with seven registered nurses with a minimum of 3 years remote area nursing experience. Participants were interviewed by phone, with the interviews audio-recorded then transcribed and analysed thematically.

Results

Participants had on average 12 years of experience as a remote area nurse. They valued teamwork, effective and flexible management practices and the ability to maintain their own cultural and social connectedness. A flexible service model with regular short breaks, filled by returning agency nurses to enable continuity of care and cultural connections, was seen as a viable approach.

Conclusion

Flexible management practices that encourage short breaks for remote area nurses may increase retention. This would need to occur within a supportive management framework.

Implications for Nursing Management

Management strategies that reduce isolation from personal and social networks can increase the retention of skilled remote area nurses.

DETAILS

Subject:	Agency nurses; Nursing; Social networks; Interviews; Connectedness; Nurses; Professional development; Nursing administration; Qualitative research; Retention; Continuity of care
Business indexing term:	Subject: Retention
Identifier / keyword:	management; remote area nurses; remote health; retention; workforce
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A cross sectional study of the impact of psychological capital on organisational citizenship behaviour among nurses: Mediating effect of work

engagement

Jin, Man ¹

; Zhang, Yonggang ²

; Wang, Fumin ³; Huang, Jinzhu ¹; Feng, Fen ⁴; Gong, Shu ⁵; Wang, Fang ⁶; Zeng, Li ¹; Yuan, Zhongqing ¹; Wang, Jialin ¹

¹ School of Nursing, Chengdu University of Traditional Chinese Medicine, Chengdu, China ²

Department of Periodical Press and National Clinical Research Center for Geriatrics, Nursing Key

Laboratory of Sichuan Province, West China Hospital, Sichuan University, Chengdu, China ³ School of

Clinical Medicine, Chengdu University of Traditional Chinese Medicine, Chengdu, China ⁴ Affiliated

Hospital of Chengdu University of Traditional Chinese Medicine, Chengdu, China ⁵ West China School of

Nursing/Department of Nursing, West China Hospital, Sichuan University, Chengdu, China ⁶ Nursing

department, Affiliated Hospital of Chengdu University of Traditional Chinese Medicine, Chengdu, China

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aims

To examine relationships between psychological capital, work engagement and organisational citizenship behaviour among nurses.

Background

Psychological capital, work engagement and organisational citizenship behaviour are all positive variables associated with work. Clarifying the relationship between the variables can help nursing managers implement tailored and effective intervention strategies to improve individual and organisational performance and quality of care.

Design

A quantitative cross-sectional study was designed.

Methods

The study was carried out from June 2021 to September 2021 in Sichuan Province, China. A total of 606 nurses working at six tertiary hospitals were selected with convenience sampling. Participants were investigated using demographic, work-related information questionnaire, Psychological Capital Questionnaire, Utrecht Work Engagement Scale and Organizational Citizenship Behavior Questionnaire.

Results

The scores of psychological capital, work engagement and organisational citizenship behaviour were 102.56 ± 15.47 , 67.96 ± 21.71 and 101.57 ± 11.57 , respectively. The multiple linear regression model explained 7.3% of the total variance in organisational citizenship behaviour related to demographic and work-related factors. There was a significant positive correlation between psychological capital, work engagement and nurses' organisational citizenship behaviour. Additionally, structural equation modeling showed that work engagement mediated the relationship between psychological capital and organisational citizenship behaviour with the partial mediating effect of 0.093. The final model explained 28% of organisational citizenship behaviour.

Conclusion

Our results suggest that both psychological capital and work engagement are facilitators for organisational citizenship behaviour in nurses. Managers can increase nurses' organisational citizenship behaviour through developing psychological capital and improving the work engagement.

Implications for nursing management

This study indicates that both psychological capital and work engagement are protective factors of organisational citizenship behaviour, which provide proof for optimizing human resources management from a positive psychology

perspective. Our finding can help managers correctly understand the mechanism of the relationship among work engagement, psychological capital and organisational citizenship behaviour and adopt effective intervention strategies to promote nurses' organisational citizenship behaviour.

DETAILS

Subject:	Intervention; Hospitals; Positive psychology; Nurse managers; Work; Protective factors; Human resources; Facilitators; Citizenship; Questionnaires; Human resources management; Nursing; Quality of care; Nurses; Organizational citizenship behaviour; Nursing administration; Demography; Behavior
Identifier / keyword:	mediating effect; nurses; organisational citizenship behaviour; psychological capital; work engagement
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Emergency care nurses' perceived self-competence in palliative care and its predictors: A cross-sectional study

Feng, Mei ¹

; Liu, Qian ² ; Hao, Jie ³ ; Luo, Dan ² ; Bing Xiang Yang ² ; Yu, Sihong ⁴ ; Chen, Jie ⁵ ¹ Emergency Department, Tongji Hospital, Tongji Medical College, Huazhong University of Science and Technology, Wuhan, China; School of nursing, Wuhan University, Wuhan, China ² School of nursing, Wuhan University, Wuhan, China; Population and Health Research Center, Wuhan University, Wuhan, China ³ School of nursing, Wuhan University, Wuhan, China; Emergency Department of the East Campus, Renmin Hospital of Wuhan University, Wuhan, China ⁴ School of nursing, Wuhan University, Wuhan, China ⁵ Department of Pain and Translational Symptom Science, University of Maryland School of Nursing, Baltimore, Maryland, USA

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

The aim of this study is to describe the prevalence of perceived self-competence in palliative care among emergency care nurses and explore its predictors.

Background

Emergency care nurses have a responsibility to develop palliative care competence to enhance the quality of life of dying patients and their families in the emergency department.

Methods

With a convenience sample, a cross-sectional study was conducted among 415 emergency care nurses from 22 hospitals in China. Descriptive analysis, Spearman correlation analysis and multivariate linear stepwise regression

were performed.

Results

Variables including marital status (single), emergency department not implementing palliative care, no palliative care training and true cooperation dimension were selected as independent predictors and explained 19.9% of variation in the regression model.

Conclusions

Interventions to improve healthy work environments, offering palliative care training, advocating for policies in palliative care and offering support to unmarried nurses can advance nurses' palliative care competence.

Implications for nursing management

This is the first study of emergency care nurses in China aimed at identifying predictors associated with palliative care self-competence. It is significant in that palliative care training and a cooperative work environment are required to encourage the development of palliative care.

DETAILS

Subject:	Emergency medical care; Hospitals; Quality of life; Death & dying; Marital status; Work environment; Palliative care; Nurses; Nurse led services; Emergency services; Competence; Cooperation; Nursing administration
Location:	China
Identifier / keyword:	capacity building; emergency nursing; nurses; palliative care; professional competence
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Professional quality of life in nurses on the frontline against COVID-19

Niu, Aifang ¹

; Li, Pinqun ² ; Duan, Peijuan ³ ; Ding, Liang ⁴ ; Xu, Shijiang ⁴ ; Yang, Ying ⁴ ; Guan, Xiangying ⁴ ; Shen, Min ⁴ ; Jiang, Yongfeng ⁴ ; Luo, Yu ⁵

¹ School of Nursing, Army Medical University, Chongqing, China; Internal Medicine Department, 947th Army Hospital, Kashgar, China ² Nursing Department, 946th Army Hospital, Yining, China ³ Nursing Department, 949th Army Hospital, Altay, China ⁴ Internal Medicine Department, 947th Army Hospital, Kashgar, China ⁵ School of Nursing, Army Medical University, Chongqing, China

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aims

This study aimed to investigate professional quality of life (ProQOL) in nurses who were fighting against COVID-19

in Wuhan and its related factors.

Background

COVID-19 epidemic is a major threat to public health. Frontline nurses have engaged in infection prevention and control, isolation, containment and public health. However, available data on ProQOL in these nurses are limited.

Methods

From 15 to 21 March 2020, the Chinese version of ProQOL was utilized to survey a total of 102 nurses through an electronic questionnaire. The stepwise regression analysis was performed to determine which factors (e.g. demographic and work-related factors) were related to ProQOL.

Results

The scores of compassion satisfaction (CS), burnout (BO) and secondary traumatic stress (STS) were 38.09 ± 5.22 , 21.77 ± 4.92 and 20.75 ± 6.27 , respectively. The STS and CS scores were higher than the critical value. None of the nurses reported a low level of CS or a high level of BO and STS. Nurses' ProQOL was related to working hours, workload, job satisfaction and salary satisfaction.

Conclusions

Nurses who were fighting against COVID-19 had better CS and BO, whereas STS was relatively worse. Nurses who worked for long hours had more severe STS. BO of nurses with heavy workload and dissatisfaction with their salary was more severe. Nurses who were unsatisfied with their job had poor CS.

Implications for Nursing Management

It is believed that these results may help nurse managers to improve ProQOL of nurses who were fighting against COVID-19 by minimizing working hours, reducing workload and improving job satisfaction and rewards.

DETAILS

Subject:	Quality of life; Job satisfaction; Working hours; Nurse managers; COVID-19; Health problems; Burnout; Public health; Epidemics; Vicarious trauma; Traumatic stress; Public health nurses; Sympathy; Workloads; Nurses; Wages & salaries; Nursing administration; Occupational stress; Work environment; Post traumatic stress disorder; Demography
Business indexing term:	Subject: Job satisfaction Working hours Workloads Occupational stress Work environment
Location:	China
Identifier / keyword:	compassion satisfaction, burnout, secondary traumatic stress; COVID-19; nurse; ProQOL
Publication title:	Journal of Nursing Management; Oxford
Volume:	30
Issue:	5
Pages:	1115-1124
Publication year:	2022
Publication date:	Jul 2022
Section:	ORIGINAL ARTICLES

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Evaluation of nurses' experiences with digital storytelling workshop: New way to engage, connect, and empower

Jin, Jun ¹

; Siegrist, Kate ²; Weinshenker, Daniel ³ ¹ College of Nursing, Center for Healthy Aging, Self-

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

The aim of this work is to evaluate nurses' experiences, barriers, and facilitators in participating in digital storytelling workshops

Background

Nurses face ever-increasing demands and work time spent in isolation, leading to burnout. Storytelling—narrative skills of listening and creativity—may encourage meaningful connections with others, especially during the COVID-19 pandemic. However, evaluation of the user experiences of storytelling among nurses has been limited.

Method

The methods used are semistructured individual interviews with 13 nurses from a public health nursing organization who participated in a 3-day digital storytelling workshop in 2019. The interviews were audio-recorded, transcribed verbatim, and thematically analysed using NVivo12.

Results

All participants were women and half were white. Healing, human connection, and nursing pedagogy were the three main themes. Participants highlighted the organizational support in providing a safe and dedicated “space” for nurses' well-being. They also expressed desire and willingness to participate in additional workshops outside of work hours.

Conclusion

Further studies using a larger sample are needed to examine the scalability and efficacy of storytelling at work.

Implications for Nursing Management

Nurses rated storytelling positively and suggested a brief version to be incorporated into nursing practice. Establishing the culture of organizational support and psychological safety was identified as the necessary antecedents.

DETAILS

Subject: Workshops; Facilitators; Healing; Listening; Burnout; Women; Public health nursing; Efficacy; Storytelling; Organizational support; Creativity; Nurses; COVID-19; Interviews; Teaching; Short forms; Working hours; Pandemics; Public health nurses; Nursing; Nursing administration; Professional practice

Business indexing term: Subject: Workshops

Identifier / keyword: burnout; narrative; nurses; organization; storytelling

Publication title: Journal of Nursing Management; Oxford

Volume: 30

Issue: 5

Pages: 1317-1323

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Publication date:	Jul 2022
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Correlation between patients' power distance and their willingness to participate in patients' safety: A cross-sectional study

Wang, Yinyu ¹

; Gu, Yanfen ¹ ; Yu, Haiping ¹

¹ Department of Nursing, Shanghai East Hospital, Tongji University School of Medicine, Shanghai, China

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aims

This study aimed to explore the correlation between patient power distance and their willingness to participate in patient safety.

Background

The positive significance of patient participation in patient safety has been widely recognized worldwide, but in clinical practice, patients' willingness to participate is uneven and lack of initiative.

Methods

This study is a cross-sectional survey of hospitalized patients ($n=660$) from six tertiary hospitals in Shanghai. Pearson's correlation analysis analyzed data.

Results

Patients have a higher power distance (4.08 ± 0.59). The willingness of patients to participate in patient safety was moderate (3.50 ± 1.03). Pearson's correlation analysis shows that patients' power distance negatively and slightly affected their willingness of participation ($r = -.134, p < .001$). The perceived authority dimension of patients' power distance has no significant correlation with patients' willingness of participation ($p > .05$). The emotional communication dimension of patients' power distance negatively affects patients' disease-related willingness ($r = -.077, p < .001$). The decision-making participation dimension of patients' power distance negatively affects patients' willingness ($R = -.201, p < .001$).

Conclusions

Medical staff should focus on patients' power distance in medical activities. In addition, appropriate communication methods should be selected according to patients' power distance, so as to help them improve their willingness of participation.

Implications for Nursing Management

Nurse managers should educate nurses on the knowledge of power distance and its importance. By evaluating patients' power distance, humanistic care and meticulous communication are implemented to encourage patients to actively participate in patient safety.

DETAILS

Subject: Power; Patient safety; Patient participation; Nurses; Hospitals; Safety; Correlation analysis; Willingness; Nurse managers; Communication; Participation; Nursing administration; Clinical medicine

Identifier / keyword: patient participation; patient safety; power distance; willingness

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Publication date:	Jul 2022
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Implementing inclusive strategies to deliver high-quality LGBTQ+ care in health care systems

Menkin, Dane ¹ ; Tice, Dawn ² ; Flores, Dalmacio ³

¹ Divisional Director, LGBTQ Services Main Line Health, Bryn Mawr, PA, USA ² VP, Clinical Operations Main Line HealthCare, Newtown Sq, PA, USA ³ University of Pennsylvania School of Nursing, Philadelphia, PA, USA

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

There is a growing recognition of the need to provide inclusive care for LGBTQ+ individuals. Our aim is to provide guidance for nurse managers contemplating similar inclusive changes in their workplace. The role of nurse managers as change agents is discussed based on our experience transforming a traditional suburban health care system to one that is now more LGBTQ+ inclusive.

Background

LGBTQ+ individuals require and deserve high-quality care. Nurse managers can serve as patient advocates by recognizing their capacity to initiate and sustain changes in care settings.

Methods

From our reflective nursing practice, we detail essential components that enabled an incorporation of LGBTQ+ inclusive care practices. To undertake structural changes, we highlight the significance of organisational buy-in, customer service and engagement, changes to physical environment, forms and data collection, initiating staff training and a review of health system policies.

Results

Systemic change in health care is daunting but is achievable. With support from key stakeholders, nurse managers should be capable of initiating organisational changes that would benefit a patient population in receiving optimal care.

Implications for Nursing Management

Nurse managers are in optimum positions to initiate practice changes for inclusive LGBTQ+ health care. This commentary can serve as a template for meaningful organisational changes.

DETAILS

Subject: Workplaces; Health care; Policy making; Nursing; Quality of care; Nurse managers; Quality of service; Change agents; In care; Built environment; Nursing administration; Professional practice

Identifier / keyword: health care delivery; LGBTQ+; practice change

Publication title: Journal of Nursing Management; Oxford

Volume:	30
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Pages:	O46-O51
Publication year:	2022
Publication date:	Jul 2022
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Place of publication:	Oxford
Country of publication:	United Kingdom, Oxford
Publication subject:	Medical Sciences--Nurses And Nursing, Business And Economics--Management
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Impact of COVID-19 on professional nursing practice environments and patient safety culture

Olga Maria Pimenta Lopes Ribeiro ¹
; Leticia de Lima Trindade ²
; Cintia Silva Fassarella ³
; Soraia Cristina de Abreu Pereira ⁴
; Paulo João Figueiredo Cabral Teles ⁵
; Carla Gomes da Rocha ⁶
; Paula Cristina da Silva Leite ⁴
; João Miguel Almeida Ventura-Silva ⁷
; Clemente Neves Sousa ¹

¹ Nursing School of Porto and Center for Health Technology and Services Research Faculty of Medicine, Porto University, Porto, Portugal ² Santa Catarina State University and Regional Community University of Chapecó, Chapecó, Brazil ³ University of the State of Rio de Janeiro, Rio de Janeiro, Brazil ⁴ ACES Entre Douro e Vouga I – Feira/Arouca, Santa Maria da Feira, Portugal ⁵ School of Economics, University of Porto and LIAAD-INESC Porto LA, Porto, Portugal ⁶ Institute of Health—School of Health Sciences, HES-SO Valais-Wallis, Sion, Switzerland ⁷ Centro Hospitalar Universitário de São João, Porto, Portugal

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To analyse the impact of COVID-19 on professional nursing practice environments and patient safety culture.

Background

The relationship between work environments and patient safety has been internationally recognized. In 2020, the pandemic imposed enormous challenges, yet the impact on these variables remains unknown.

Method

This is a quantitative observational study, conducted in a Portuguese hospital, with 403 registered nurses. A self-completion questionnaire was used.

Results

The impact on the *Structure* and *Outcome* components of nursing professional practice environments was positive. Although the *Process* component remained favourable to quality of care, a negative trend was confirmed in almost all dimensions. The results regarding safety culture showed weaknesses; 'teamwork within units' was the only dimension that maintained a positive culture.

Conclusion

Positive responses regarding patient safety were significantly associated with the quality of the nursing professional practice environment. The need to invest in all dimensions of safety culture emerges to promote positive professional environments.

Implications for nursing management

Improving professional nursing practice environments can be achieved through managers' investment in the participation and involvement of nurses in the policies and functioning of institutions, as well as promoting an open, fair and participatory safety culture that encourages reporting events and provides adequate support for

professionals.

DETAILS

Subject:	Culture; Patient safety; Pandemics; Nursing; Safety; Quality of care; COVID-19; Nursing administration; Work environment; Professional practice
Business indexing term:	Subject: Work environment Professional practice
Identifier / keyword:	coronavirus infection; hospitals; pandemic; patient safety; work environment
Publication title:	Journal of Nursing Management; Oxford
Volume:	30
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Effects of a learning programme for nurse managers to connect their experience: A quasi-experimental study

Kuraoka, Yumiko ¹

¹ School of Nursing, Japanese Red Cross Kyusyu International College of Nursing, Fukuoka, Japan

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

The present study aimed to examine the effects of a learning programme for nurse managers on connecting learning with their own experiences and fostering competence.

Background

In Japan, second-level programmes for certified nurse administrators represent the main opportunity for formal training for nurse managers. However, it is difficult for nurse managers to transfer second-level programme learning to their workplace.

Methods

This quasi-experimental study used a two-group pretest–posttest design with purposive sampling and non-random assignment of 29 consenting Japanese nurse managers who were participating in a second-level programme through a prefectural nursing association. The programme provided reflection papers and feedback from a researcher, as well as reflective group sessions. The outcome measure was the Japanese First-Line Nurse Managers Competence Inventory (JNMCI) score.

Results

The intervention group showed significant improvement in JNMCI scores after participating in the programme. A significant difference in JNMCI scores was also observed between the intervention and comparison groups.

Conclusion

This learning programme led to improved competency among nurse managers.

Implications for Nursing Management



Nurse manager development programmes should include reflection papers and feedback, as well as reflective group sessions, to improve competency among nurse managers.

DETAILS

Subject:	Workplaces; Intervention; Nursing; Competency based learning; Nurse managers; Nursing administration; Management training; Educational evaluation; Quasi-experimental methods; Development programs
Business indexing term:	Subject: Management training
Location:	Japan
Identifier / keyword:	competence; learning programme; nurse manager; programme evaluation; reflection
Publication title:	Journal of Nursing Management; Oxford
Volume:	30
Issue:	5
Pages:	1188-1195
Publication year:	2022
Publication date:	Jul 2022
Section:	ORIGINAL ARTICLES
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Country of publication:	United Kingdom, Oxford
Publication subject:	Medical Sciences--Nurses And Nursing, Business And Economics--Management
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Source type:	Scholarly Journal
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Document 31 of 60

Factors affecting the professional functioning of health care workers during the COVID-19 pandemic: A cross-sectional study

Melnikov, Semyon ¹

; Fridman, Shoshi ²; Aboav, Anat ³; Moore, Fariba ⁴; Cohen, Yael ⁵ ¹ Nursing Department, Steyer School of Health Professions, Sackler Faculty of Medicine, Tel Aviv University, Tel Aviv, Israel ² Nursing Administration, Wolfson Medical Center, Holon, Israel ³ Internal Department A, Wolfson Medical Center, Holon, Israel ⁴ Internal Department B, Wolfson Medical Center, Holon, Israel ⁵ Internal Department D, Wolfson Medical Center, Holon, Israel

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To examine personal and organisational factors related to professional functioning of nurses and physicians during the COVID-19 pandemic.

Background

Exposure to COVID-19-related stressors has been associated with lower self-reported professional functioning among health care workers.

Methods

A cross-sectional study among 115 hospital workers during the COVID-19 pandemic in Israel was designed to explore (a) personal professional functioning, (b) clarity of guidelines, (c) work organisation by the management, and

(d) health care workers' feeling of contribution to a global effort.

Results

A feeling of contribution to a global effort while treating patients with COVID-19 mediated the relationships between work organisation by the management and professional functioning ($\beta = .05, p < .05$). The clarity of guidelines for routine procedures ($\beta = .21, p < .05$) and a feeling of β contribution to a global effort ($\beta = .34, p < .01$) positively predicted professional functioning of nurses and physicians during COVID-19 pandemic ($R^2 = .19, p < .01$).

Conclusions

In order to achieve optimal functioning of health care workers in an emergency, managers should provide clear guidelines and promote workers' feelings of contribution to a global effort.

Implications for Nursing Management

The provision of clear guidelines and protocols is essential for efficient emergency management. Expressing appreciation for health care workers and providing positive feedback may improve professional functioning.

DETAILS

Subject:	Appreciation; Physicians; Feedback; Nurses; Pandemics; Health care; Medical personnel; Workers; COVID-19; Work organization; Nursing administration; Job satisfaction; Work environment; Occupational psychology
Business indexing term:	Subject: Job satisfaction Work environment Occupational psychology
Location:	Israel
Identifier / keyword:	COVID-19; guideline clarity; health care workers; professional functioning; work management
Publication title:	Journal of Nursing Management; Oxford
Volume:	30
Issue:	5
Pages:	1157-1167
Publication year:	2022
Publication date:	Jul 2022
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Corrigendum

[ProQuest document link](#)

DETAILS

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Place of publication:	Oxford
Country of publication:	United Kingdom, Oxford
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The impact of resilience on turnover among newly graduated nurses: A 1-year follow-up study

Lee, Eunhee ¹

; De Gagne, Jennie C ² ¹ Hallym University School of Nursing/Research Institute of Nursing Science, Chuncheon, Republic of Korea ² Duke University School of Nursing, Durham, North Carolina, USA

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

This study aimed to analyse the impact of resilience on turnover among newly graduated nurses.

Background

Nurse turnover is a major issue in nurse management that results in economic losses and affects patient and nurse outcomes. Newly graduated nurses experience stress and burnout during their transition period, leaving their job due to contextual and personal factors. Nurses' resilience affects turnover directly and indirectly through the mediating effect of stress and burnout.

Methods

We conducted a 1-year follow-up study to investigate factors influencing the turnover of newly graduated nurses. Survival analysis was used to analyse factors influencing the turnover.

Results

Turnover probability increased steadily and was approximately 0.20 within 2 years. Resilience was a significant factor affecting newly graduated nurses leaving their job in a short period of time.

Conclusion

Newly graduated nurses' resilience is a significant factor influencing the turnover within a short period of time. Personal resources such as resilience and work environment should be considered for retaining newly graduated nurses.

Implications for nursing management

Nurse managers should recognize the impact of resilience on newly graduated nurses' turnover during the transitional period and establish strategies to enhance such resilience to promote a smooth transition and ultimately reduce turnover.

DETAILS

Subject:	Nurses; Personal resources; Nurse managers; Work environment; Resilience; Survival analysis; Job leaving; Occupational stress; Burnout; Nursing administration
Identifier / keyword:	nurses; personnel turnover; psychological resilience; survival analysis
Publication title:	Journal of Nursing Management; Oxford
Volume:	30
Issue:	5
Pages:	1295-1302

Publication year:	2022
Publication date:	Jul 2022
Section:	ORIGINAL ARTICLES
Publisher:	Hindawi Limited
Place of publication:	Oxford
Country of publication:	United Kingdom, Oxford
Publication subject:	Medical Sciences--Nurses And Nursing, Business And Economics--Management
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Perspectives of nursing directors on emergency nurse deployment during the pandemic of COVID-19: A nationwide cross-sectional survey in mainland China

Ling-xiao He ¹

; Hong-fei Ren ² ; Feng-jiao Chen ³ ; Zhong-lan Chen ⁴ ; Wang, Cong ⁵ ; Rui-xue Zhang ⁶

; Jiang, Yan ⁶ ¹ Trauma Center of West China Hospital, Sichuan University/West China School of Nursing, Sichuan University, Chengdu, China ² Department of Gastroenterology, West China Hospital, Sichuan University/West China School of Nursing, Sichuan University, Chengdu, China ³ Department of Hematology, West China Hospital, Sichuan University/West China School of Nursing, Sichuan University, Chengdu, China ⁴ Department of Cardiology, West China Hospital, Sichuan University/West China School of Nursing, Sichuan University, Chengdu, China ⁵ Evidence-based Nursing Center, West China Hospital, Sichuan University/West China School of Nursing, Sichuan University, Chengdu, China ⁶ Nursing Department of West China Hospital, Sichuan University/West China School of Nursing, Sichuan University, Chengdu, China

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aims

The aim of this study is to investigate the situation and perceptions of nursing directors about emergency nursing staff deployment in designated hospitals during the pandemic of COVID-19 in mainland China.

Background

The pandemic of COVID-19 has significantly depleted health care resources, leading to increased burden of nursing care and staffing and exacerbating the crisis in health care facilities. Currently, how to effectively plan and schedule nursing staffing in the pandemic still remains unknown.

Methods

From 14 July 2020 to 8 September 2020, 62 nursing directors of designated hospitals in mainland China were invited to participate in a cross-sectional online survey for their perceptions of nursing human-resource allocation during the pandemic of COVID-19.

Results

A total of 55 valid questionnaires were collected, showing that 96.36% of the hospitals had emergency nursing organizations and management systems during the pandemic, 96.36% had well-established scheduling principles for nursing human resources and 54.55% of hospitals had human-resource scheduling platforms. All the hospitals had trained emergency nursing staff in infection control (55, 100%), work process (51, 92.73%) and emergency skills (50, 90.91%). Most of the participants were satisfied with the nursing staffing deployments at their institutions (52, 94.55%). However, more than two thirds of them believed that their human-resource deployment plans need further improvements (39, 70.91%).

Conclusions

Most of the designated hospitals investigated had established emergency nursing organizations, and management systems, and related regulations for the epidemic. However, the contents mentioned above still need to be further standardized.

Implications for nursing management

The surge of patients in the epidemic was considerable challenge for the emergency capacity of hospitals. In the

future, we should pay more attention to the following aspects: building emergency nursing staffing platforms, increasing emergency human-resource reserves, establishing reliable communication channels for emergency response teams, improving the rules and regulations of emergency human-resource management, offering more training and drills for emergency-related knowledge and skills and giving more focus on bio-psycho-social wellbeing of nurses.

DETAILS

Subject:	Workforce planning; Emergency medical care; Emergency services; Nursing; Deployment; Teams; Staffing; COVID-19; Hospitals; Health care; Resource allocation; Human resources; Reserves; Pandemics; Nursing care; Perceptions; Resource management; Regulation; Workplace control; Polls & surveys; Nursing administration; Disease control
Business indexing term:	Subject: Workforce planning
Location:	China
Identifier / keyword:	COVID-19; health care rationing; nurse administrators; nursing staff, hospital
Publication title:	Journal of Nursing Management; Oxford
Volume:	30
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Pages:	1147-1156
Publication year:	2022
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Reliability and validity of the Mandarin version of the Trust in Nurses Scale

Liu, Jujuan ¹

; Zheng, Zhihui ¹; Li, Ge ¹; Huang, Yufeng ¹; Yang, Qingqing ¹; Chen, Yubei ²; Li, Xiaohong ³; Pang, Shuqin ¹; Li, Xia ¹ ¹ Fujian University of Traditional Chinese Medicine, Fuzhou, China ² Sanming First Hospital and First Hospital of Sanming Affiliated to Fujian Medical University, Sanming, China ³ Ningde Municipal Hospital of Ningde Normal University, Ningde, China

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aims

This study aimed to translate and validate the Trust in Nurses Scale (TINS) and then test and implement the tool.

Background

Trust is the core feature of the nurse–patient relationship, and a simple and universal instrument to measure patients' trust in nurses in China is lacking.

Methods

Exploratory and confirmatory factor analyses (EFA and CFA) were performed to verify structural validity. Content validity and reliability analyses were also conducted.

Results

The Cronbach's alpha of the TINS was .817, and the test–retest reliability coefficient was .852. EFA revealed two factors and explained 59.702% of the total variation. CFA proved that all the goodness-of-fit indicators were acceptable.

Conclusion

The TINS exhibited satisfactory reliability and validity, and it can be universally applied to survey Chinese patients' trust in nurses.

Implications for Nursing Management

The TINS can be used by nursing managers to assess patients' trust in nurses, and appropriate programmes can be developed to improve patients' trust.

DETAILS

Subject:	Confirmatory factor analysis; Validity; Nursing; Reliability; Coefficient alpha; Nurses; Nursing administration; Nurse patient relationships
Identifier / keyword:	nurse; reliability; scale; trust; validity
Publication title:	Journal of Nursing Management; Oxford
Volume:	30
Issue:	5
Pages:	1366-1375
Publication year:	2022
Publication date:	Jul 2022
Section:	ORIGINAL ARTICLES
Publisher:	Hindawi Limited
Place of publication:	Oxford
Country of publication:	United Kingdom, Oxford
Publication subject:	Medical Sciences--Nurses And Nursing, Business And Economics--Management
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Recognizing the core competencies of nurse managers

Yamanaka, Makoto ¹

; Kajiwara, Kohei ²

; Kako, Jun ³

¹ Aichi Medical University, Ngakute, Japan ² Japanese Red Cross Kyushu International College of Nursing, Munakata, Japan ³ College of Nursing Art and Science, University of Hyogo, Akashi, Japan

[ProQuest document link](#)

DETAILS

Subject: Nursing administration; Leadership; Core competencies; Nurse managers; Managerial skills

Business indexing term: Subject: Leadership Core competencies Managerial skills

Identifier / keyword: core competencies; nursing management; nursing skills

Publication title: Journal of Nursing Management; Oxford

Volume:	30
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ISSN:	09660429
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ProQuest document ID:	2658980253
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The need to capture the unharnessed expertise of overseas educated nurses working as care support workers in their host country

Davis, Dilla ¹

; Agimol Pradeep ² ¹ School of Health and Society, University of Salford, Manchester, UK ² Institute of Liver Studies, King's College Hospital, London, UK

[ProQuest document link](#)

DETAILS

Subject:	Nursing administration; Clinical competence; Migrant workers; Nurse led services; Nurses; Support workers; Overseas employment; Nursing assistants
Business indexing term:	Subject: Migrant workers Overseas employment
Publication title:	Journal of Nursing Management; Oxford
Volume:	30
Issue:	4
Pages:	847-848
Publication year:	2022
Publication date:	May 2022
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Publisher:	Hindawi Limited
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A caring leadership model in nursing: A grounded theory approach

Zhang, Fengjian ¹

; Xiao, Peng ¹

; Huang, Lei ¹

; Liu, Yilan ²

; Xu, Juan ² ; Jiao He ² ; Guan, Chunyan ² ; Chang, Hongwei ¹ ; Chen, Yuqin ^{1 1} Union Hospital, Tongji Medical College, Huazhong University of Science and Technology, Wuhan, China; School of Nursing, Tongji Medical College, Huazhong University of Science and Technology, Wuhan, China ² Union Hospital, Tongji Medical College, Huazhong University of Science and Technology, Wuhan, China

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

This study aimed to develop a theoretical model of caring leadership in nursing.

Background



Nurse leader's role plays an integral part in complex health care institutions. As a common feature of leaders, leaders' caring leadership can positively influence the stakeholders in health care institutions. Still, little is known about caring leadership in nursing, especially in the Chinese cultural background.

Methods

Grounded theory was used to develop the theoretical model of caring leadership. Both semi-structured interviews and open-ended questionnaire surveys were used to collect data for constructing the theory model. Ten nurse leaders and 11 nurse staff were recruited for an interview, and 168 nurse leaders and 286 nurses were recruited for an open-ended questionnaire survey.

Results

A theoretical model of caring leadership was developed using five core attributions: benevolent to others, appreciate the uniqueness, facilitate self-actualization, maintain mutual benefit and motivate with charisma. Caring leadership in nurse leaders works through the caring and leading process, resulting in nurses' well-being, patients' healing and organisational excellence.

Conclusion

A caring leadership model was developed through grounded theory, revealing Chinese nurses' perspectives on caring leadership in Chinese cultural background. According to the model, the concept of caring leadership has been further explained, and it makes contributions to the measurement and leaders' practice in health care institutions.

Implications for Nursing Management

This caring leadership model developed in our study provides a new perspective and understanding of caring and leadership for nurse leaders. Nurse leaders need to strengthen their responsibilities and personal qualities while caring for nurse staff to improve leadership efficacy based on the theoretical model. And caring leadership can help nurse leaders to balance the interests of stakeholders, leading to positive consequences for nurse staff, patients and health care organisations.

DETAILS

Subject:	Measurement; Stakeholders; Health care; Interviews; Healing; Uniqueness; Nursing care; Questionnaires; Nursing administration; Leadership; Charisma; Nursing; Efficacy; Polls & surveys; Caregiving; Nurses; Grounded theory; Self-actualization; Professional practice; Attribution
Business indexing term:	Subject: Leadership
Identifier / keyword:	caring leadership; caring theory; grounded theory; human caring; management; nursing leadership
Publication title:	Journal of Nursing Management; Oxford
Volume:	30
Issue:	4
Pages:	981-992
Publication year:	2022
Publication date:	May 2022
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Business acumen for nursing leaders: A scoping review

Rafferty, Chris ¹

; Anne-Marie Sassenberg ² ; Anita Bamford-Wade ³ ¹ Gold Coast Health, Gold Coast, Queensland, Australia ² School of Business, University of Southern Queensland, Toowoomba, Queensland, Australia

³ Department of Health Queensland, Brisbane, Queensland, Australia

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

The aim of this study is to explore the current evidence on business acumen of nurse leaders.

Background

Health systems across the world are under immense pressure to stay solvent, maintaining services within a defined budget as we recover from the COVID-19 pandemic. Effective nurse leaders not only need to have strong leadership and management skills but also strong business acumen to navigate the complexity of the system.

Evaluation

A scoping review of research was undertaken, using preferred reporting items for systematic reviews and meta-analyses (PRISMA) scoping extension checklist, with 571 studies found across multiple databases, 17 meeting final review eligibility.

Key Issues

Findings were noted surrounding three themes: the value of business acumen in nursing, the gaining of business acumen in health care as a nursing leader and the utilizing business acumen as a nurse leader in the health care industry.

Conclusion

While nursing leadership and management were well researched, limited studies covered the specific focus of business acumen in health care for nurses or broader clinicians.

Implications for Nursing Management

While evidence points towards business acumen being important for health care leaders in balancing care and cost, inadequate research limits the recognition of these professional capabilities of nurse leaders. Further understanding could inform future policy and curriculum, as well as empower our next generation of clinicians.

DETAILS

Subject:	Databases; Cost analysis; Systematic review; COVID-19; Nursing administration; Leadership; Business; Pandemics; Nursing; Capabilities; Health care industry; Curricula
Business indexing term:	Subject: Leadership
Identifier / keyword:	administration; business; economics; leadership; nursing management
Publication title:	Journal of Nursing Management; Oxford
Volume:	30
Issue:	4
Pages:	926-935

Publication year:	2022
Publication date:	May 2022
Section:	REVIEW ARTICLES
Publisher:	Hindawi Limited
Place of publication:	Oxford
Country of publication:	United Kingdom, Oxford
Publication subject:	Medical Sciences--Nurses And Nursing, Business And Economics--Management
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Experiences of residents, family members and staff in residential care settings for older people during COVID-19: A mixed methods study

Mary Rose Sweeney ¹

; Boilson, Andrew ¹; White, Ciara ¹; Nevin, Mary ¹; Casey, Briega ¹; Boylan, Patrick ²; Staines, Anthony ¹ ¹ School of Nursing, Psychotherapy and Community Health, Dublin City University, Dublin, Ireland ² School of Psychology, Dublin City University, Dublin, Ireland

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

The aim of this study was to explore the COVID-19 pandemic as it was experienced by people on the front line in residential care settings for older people in the Republic of Ireland (ROI).

Background

The COVID-19 pandemic had a disproportionate effect in residential care settings for older people in Ireland.

Methods

A two-phased mixed methods study was conducted, consisting of an online survey administered shortly after the first wave of the virus to staff, residents and family members and one-to-one interviews with family members shortly after wave 2 of the virus.

Results

Isolation, loss of connectedness as well as a reduction in the level/quality of care provision led to significant adverse impacts for both residents and their families. Staff reported high levels of stress, trauma and burnout. Family input to care was suspended, with adverse consequences.

Conclusion

The pandemic had an extremely adverse impact on residents, family members and staff in care settings for older people.

Implications for Nursing Management

Strategies to ensure that residents' physical, emotional and social needs and staffs' professional and personal needs are appropriately supported during future waves of the pandemic should now be implemented.

DETAILS

Subject:	Personal needs; Patient satisfaction; Relatives; COVID-19; Pandemics; Burnout; In care; Residential care; Nursing administration; Older people; Quality of care
Location:	Ireland
Identifier / keyword:	COVID-19—Impact and experiences; nursing management; older people; residential care settings
Publication title:	Journal of Nursing Management; Oxford
Volume:	30

Issue:	4
Pages:	872-882
Publication year:	2022
Publication date:	May 2022
Section:	ORIGINAL ARTICLES
Publisher:	Hindawi Limited
Place of publication:	Oxford
Country of publication:	United Kingdom, Oxford
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Milestone dates:	2021-11-16 (Received); 2022-03-01 (Accepted)
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Letter to the editor: In response to 'effects of work conditions and organizational strategies on nurses' mental health during the COVID-19 pandemic'

Ito, Yoshiyasu ¹ ; Tsubaki, Michihiro ² ¹ College of Nursing Art and Science, University of Hyogo, Akashi, Japan ² School of Nursing, Kitasato University, Sagamihara, Japan

[ProQuest document link](#)

DETAILS

Subject:	Nursing administration; Pandemics; Psychiatric nurses; Work environment; COVID-19; Mental health
Identifier / keyword:	mental health; nurse; pandemic; stigma
Publication title:	Journal of Nursing Management; Oxford
Volume:	30
Issue:	4
Pages:	1080-1081
Publication year:	2022
Publication date:	May 2022
Section:	LETTER TO THE EDITOR
Publisher:	Hindawi Limited
Place of publication:	Oxford
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Critical cultural competence of clinical nurses in China: A cross-sectional survey

Wang, Rong ¹

; Yuan Yuan Wu ²; Gong Xiang Duan ³; Liang, Cong ³; Tan, Lingling ⁴; Pu, Yucui ³; Le, Dong ³; Xu, Huilan ⁵ ¹ XiangYa School of Public Health, Central South University, Changsha, China; School of Nursing, University of South China, Hengyang, China ² Wuxi Tongren Rehabilitation Hospital, Wuxi, China ³ School of Nursing, University of South China, Hengyang, China ⁴ The Second Affiliated Hospital of University of South China, Hengyang, China ⁵ XiangYa School of Public Health, Central South University, Changsha, China

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To determine the level of critical cultural competence (CCC) among Chinese clinical nurses and explore its influencing factors.

Background



Previous research has only focused on the theoretical model of CCC and the development of assessment tools; however, no large-scale study has been conducted on the level of clinical nurses' CCC and its influencing factors.

Method

Clinical nurses in 14 Level A tertiary hospitals ($n=3858$) were surveyed using Almutairi's critical cultural competence scale (CCCS). Descriptive, univariate and multivariate analyses were performed.

Results

The mean score of CCC was 4.44 ($SD=0.33$). Critical empowerment ($M=4.85$, $SD=0.58$) and critical awareness ($M=3.57$, $SD=0.99$) had the highest and lowest scores, respectively. Female nurses, nurses in the nursing department and nurses with higher positions had higher CCC.

Conclusion

The CCC of clinical nurses can be strengthened through targeted training, especially considering the fact that male and low-ranking nurses who had the lower level of CCC work in different departments.

Implications for Nursing Management

Hospital administrators should pay attention to the importance of culture and cultural differences among different countries or ethnic groups. Creating an equal and fair nursing environment and encouraging nurses to provide critical cultural nursing is important.

DETAILS

Subject:	Nursing administration; Cultural competence; Hospitals; Cultural differences; Empowerment; Professional training; Nursing; Clinical nursing; Nurses; Ethnic groups
Identifier / keyword:	clinical nurses; critical cultural competence; cross-sectional survey; influencing factors; the status quo
Publication title:	Journal of Nursing Management; Oxford
Volume:	30
Issue:	4
Pages:	1042-1052
Publication year:	2022
Publication date:	May 2022
Section:	ORIGINAL ARTICLES
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Understanding the value of a PhD for post-doctoral registered UK nurses: A survey

Hampshaw, Susan ¹

; Cooke, Jo ² ; Robertson, Steve ²

; Wood, Emily ²

; King, Rachel ²

; Tod, Angela ² ¹ School of Health Related Research, University of Sheffield, Sheffield, UK ² Division of Nursing and Midwifery, Health Sciences School, University of Sheffield, Sheffield, UK

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aims

This study investigated, 'What is the perceived value of a PhD to doctoral and postdoctoral nurses in the UK?'

Background

Little is known about what happens to the careers of nurses who undertake a doctorate and whether they use these skills in the next career steps.

Methods

Nurses ($n=47$) with doctorates were recruited via professional networks and twitter (@NMAHP_DoctorateStudy). Qualitative responses from the nurses were analysed using thematic analysis.

Results

Three themes emerged from qualitative analysis: impact on career, utilization and value, and impact on self.

Conclusions

This study provides one of the few insights into how doctoral trained nurses understand and experience the value and utility of their studies to themselves and others.

Implications for nurse management

Nurse managers can play a crucial role in generating a research-led culture within their clinical setting. This would include promoting an understanding of research as something directly related to patient benefit rather than an abstract, intellectual activity.

DETAILS

Subject:	Nursing administration; Graduate studies; Qualitative research; Nurses; Nursing education; Nurse managers; Professional development; Academic degrees
Business indexing term:	Subject: Professional development
Location:	United Kingdom--UK
Identifier / keyword:	doctorate; PhD; nurse education; clinical-academic careers; research capacity
Publication title:	Journal of Nursing Management; Oxford
Volume:	30
Issue:	4
Pages:	1011-1017
Publication year:	2022
Publication date:	May 2022
Section:	ORIGINAL ARTICLES
Publisher:	Hindawi Limited
Place of publication:	Oxford
Country of publication:	United Kingdom, Oxford
Publication subject:	Medical Sciences--Nurses And Nursing, Business And Economics--Management
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Building research capacity and culture: Exploring nurses' experience of implementing a nurse-led clinical trial

O'Brien, Catherine ¹
; Furlong, Eileen ²
; Coughlan, Barbara ²
; Fox, Patricia ²
; Darley, Andrew ³

¹ The Haematology, Oncology and Palliative Care (HOPe) Directorate, St James's Hospital, Dublin, Ireland ² School of Nursing Midwifery and Health Systems, Health Sciences Centre, University College Dublin, Dublin, Belfield, Ireland ³ School of Medicine, Health Sciences Centre, University College Dublin, Dublin, Belfield, Ireland

ABSTRACT (ENGLISH)

Aim

To explore the experiences of a nursing team who implemented an international nurse-led clinical trial in practice and understand the facilitators to their involvement.

Background

The role and responsibilities of the clinical nurse are advancing to encompass research activity to help inform evidence-based practice. However, several personal and organisational challenges can inhibit nurses' capacity to implement and undertake research within clinical practice.

Methods

Three focus groups were conducted with members of a nursing team ($N=18$). Thematic analysis was employed, and themes were identified and agreed upon by the research team.

Results

Five themes were identified: 'Previous experience of and attitudes to participation in clinical research', 'Decision-making regarding participation in the clinical trial', 'Facilitators of participation in the clinical trial', 'Challenges of research in nursing practice' and 'Future orientation towards research'.

Conclusion

Through their experiences of implementing a nurse-led clinical trial within practice, nurses recognized a number of facilitators and challenges to their participation. The perceived relevance of the clinical trial to the nurses' practice, potential to improve patient care and appreciation of the nurse leader's expertise and understanding of their context were key motivators. Reciprocal trust with the nurse leader who was encouraging, motivating, supportive and accessible resulted in the engagement and commitment of the nursing team.

Implications for Nursing Management

This paper offers a perspective that can inform senior nursing management teams when implementing and conducting evidence-based research amongst nursing teams and in doing so meet the needs of developing research capacity amongst clinical nurses.

DETAILS

Subject:	Participation; Appreciation; Future orientation; Teams; Motivation; Patients; Facilitators; Clinical research; Medical research; Nursing administration; Clinical trials; Researchers; Leadership; Nurse led care; Capacity building approach; Nursing; Clinical nursing; Nurses; Management teams; Qualitative research; Professional practice
Business indexing term:	Subject: Leadership
Identifier / keyword:	facilitators; nurse experience; qualitative research; transformational leadership
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The influence of nursing leadership styles on the outcomes of patients, professionals and institutions: An integrative review

Thelen Daiana Mendonça Ferreira ¹

; Reis de Mesquita, Gabriel ²

; Giulia Cipriano de Melo ²

; Santos de Oliveira, Mariana ²

; Bucci, Ana Flávia ¹

; Thaís Aparecida Porcari ¹

; Teles, Mayara Gombrade ¹

; Altafini, Júlia ¹

; Flávia Carvalho Pena Dias ¹

; Gasparino, Renata Cristina ¹

¹ School of Nursing, University of Campinas, Campinas, Brazil ² School of Nursing, Institutional Program of Scientific Initiation Scholarships (PIBIC-EM), University of Campinas, Campinas, Brazil

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

This review was conducted to map leadership styles that positively impact patients, professionals and institutions.

Background

Leadership is a topic widely studied because it is a fundamental skill in establishing favourable work environments, in addition to enabling nurses to influence their team in the search for better results. Therefore, a synthesis of the various studies produced to date is essential for nurses, managers and researchers to understand the different styles of leadership that positively influence organizational results, so they can choose the style they deem most appropriate.

Evaluation

An integrative literature review retrieved articles from five databases, following Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines. The level of evidence and its quality were assessed using the criteria of the Joanna Briggs Institute.

Key issues

Thirty-five studies were included, 18 of which reported the influence of leadership styles on patients (safety), nine on professionals (burnout) and eight on institutions (turnover and absenteeism).

Conclusion

Transformational leadership had positive results for patients, professionals, and institutions alike.

Implications for Nursing Management

The results showed the need for nurses to improve their leadership skills, especially in the transformational style, to achieve positive results.

DETAILS

Subject:	Leadership style; Patient safety; Systematic review; Nurse managers; Burnout; Nursing administration; Leadership; Management styles; Nursing; Teams; Absenteeism; Transformational leadership; Literature reviews; Nurses; Clinical outcomes
Business indexing term:	Subject: Leadership Management styles
Identifier / keyword:	leadership; nursing; organizational efficiency; patient outcome assessment
Publication title:	Journal of Nursing Management; Oxford
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Mechanisms of organisational learning in hospitals: An instrument development study

Lyman, Bret ¹

; Smith, Emily L ²; George, Kaitlyn C ¹ ¹ College of Nursing, Brigham Young University, Provo, Utah, USA ² Intermountain Medical Center, Intermountain Healthcare, Murray, Utah, USA

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To develop a valid, reliable research instrument to measure mechanisms associated with organisational learning in hospitals.

Background

A valid, reliable instrument for measuring mechanisms of organisational learning would enable nurse leaders and researchers to improve health care through facilitation and study of organisational learning.

Methods

The Organizational Learning in Hospitals model was used as a framework to develop the Organizational Learning Instrument-Mechanisms. Cognitive interviews and expert reviews were used to refine and evaluate item-level and scale-level content validity. The instrument was distributed by email to a random sample of nurses working in inpatient hospitals in Utah ($n=1253$). Confirmatory factor analysis was used to assess construct validity, and coefficient alpha was used to assess internal reliability.

Results

Item-level content validity scores were .88 to 1.0, and scale-level content validity was .98 (maximum score=1.0). Standardized factor loadings were .539–.956, with model fit statistics as follows: comparative fit index (CFI)=.975, Tucker–Lewis index (TLI)=.973 and root mean square error of approximation (RMSEA)=.059. Coefficient alpha scores were .77–.95 for the instrument's five factors.

Conclusions

Initial testing indicates the Organizational Learning Instrument-Mechanisms has adequate levels of reliability, content validity and construct validity.

Implications for Nursing Management

Hospital leaders and researchers may begin using this instrument to improve and study the mechanisms of organisational learning in hospital units.

DETAILS

Subject:	Facilitation; Health care; Hospitals; Validity; Construct validity; Organizational learning; Coefficient alpha; Cognitive interviews; Nursing administration; Confirmatory factor analysis; Leadership; Nurses; Reliability; Learning; Inpatient care; Validation studies
Business indexing term:	Subject: Leadership Organizational learning
Identifier / keyword:	factor analysis; instrument validation; nursing leaders; organisational learning; research instruments
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Publication year:	2022
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The development of nurse prescribing in mental health services: Outcomes from five national surveys 2004–2019

Brimblecombe, Neil ¹
; David Dobel-Ober ²

¹ Institute of Health and Social Care, London South Bank University, London, UK ² Research and Innovations, Midlands Partnership NHS Foundation Trust, Stafford, UK

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

This study aimed to explore data from national surveys of nurse prescribing in England's National Health Service mental health services.

Background

Nurse prescribing is increasing worldwide. Reports describing long-term developments after implementation are rare.

Methods

Five surveys were distributed to all mental health organisations between 2004 and 2019.

Results

Response rates increased from 54% ($n=45/83$) in 2004 to 79% ($n=42/53$) in 2019. The estimated proportion of mental health nurses who were prescribers increased to 4.3% by 2019. Distribution between clinical practice areas did not change significantly over time, with the largest numbers in community mental health teams. The proportion of nurse prescribers actively prescribing increased from 76.4% in 2014 to 87.8% in 2019. Independent prescribing became the predominant approach, with supplementary prescribing rarely used as the sole model within organisations. The scale of implementation varied markedly between organisations.

Conclusions

Although nurse prescribing in mental health services has grown over time, growth has slowed and is variable at local level.

Implications for Nursing Management

Organisations considering the introduction or growth of nurse prescribing should note the evidenced preference for an independent prescribing model to date and consider how to avoid unwarranted variation in nurse prescriber role distribution.

DETAILS

Subject:	Nursing administration; Health status; Prescribing; Community mental health services; Supplementary prescribing; Mental health; Polls & surveys; Teams; Mental health care; Psychiatric nurses; Health services; Organizations; Nurses; Clinical medicine
Identifier / keyword:	advanced practice; mental health services; non-medical prescribing; psychiatric/mental health nursing
Publication title:	Journal of Nursing Management; Oxford
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Pages:	1018-1026
Publication year:	2022
Publication date:	May 2022
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An examination of the fear of COVID-19 and professional quality of life among nurses: A multicultural study

Baysal, Ebru ¹

; Aslı Karakuş Selçuk ²

; Gül Güneş Aktan ³

; Andrade, Eric Francelino ⁴

; Ippolito Notarnicola ⁵

; Stievano, Alessandro ⁵

; Raquel Rodríguez Blanque ⁶

¹ Department of Fundamentals Nursing, Manisa Celal Bayar University Faculty of Health Sciences, Manisa, Turkey ² Department of Obstetrics and Gynecologic Nursing, Manisa Celal Bayar University Faculty of Health Sciences, Manisa, Turkey ³ Department of Fundamentals Nursing, Ege University Faculty of Nursing, İzmir, Turkey ⁴ Veterinary Medicine Department, Physiology Area, Agrarian Sciences Institute, Universidade Federal dos Vales do Jequitinhonha e Mucuri (UFVJM), Teófilo Otoni, Brazil ⁵ Centre of Excellence for Nursing Scholarship OPI, Rome, Italy ⁶ Research Group CTS1068, Andalusia Research Plan, Junta de Andalucía, Granada, Spain; Distrito Sanitario Granada-Metropolitano, Junta de Andalucía, Granada, Spain

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To determine the factors that influence nurses' fear of COVID-19 and professional quality of life as well as their attitudes towards COVID-19 in four different countries.

Background

The emergence of COVID-19 has affected the psychological and professional quality of life of the frontline health care workers, especially nurses.

Design

An online cross-sectional multicultural study.

Methods

A total of 1071 nurses from Turkey, Brazil, Spain and Italy were selected by convenience sampling. All participants were invited to complete the Fear of COVID-19 Scale and Professional Quality of Life Scale through online form from October 2020 to January 2021.

Results

It has been seen that nurses' fear of COVID-19 has been above the average and their professional quality of life has been affected negatively during the pandemic. Almost one out of three nurses (28.6%) thought of quitting their job during the pandemic. The majority of nurses (91.0%) thought their professional quality of life changed during the pandemic. The mean score of the Fear of COVID-19 Scale is higher in nurses who are working in Brazil, are female, have a chronic illness and are working in an outpatient clinic. Professional quality of life is even lower in nurses who are younger than 40, have a professional experience of less than 15 years, are working in Brazil and have concerns about themselves and their relatives because of COVID-19.

Conclusions

It was determined that there was a relationship between fear of COVID-19 and professional quality of life subscales of nurses.

Implications for Nursing Management

Nurse leaders have an important role in supporting nurses actively during and after the COVID-19 pandemic and providing them with good working conditions, sufficient resources and rewards. In order for nurses to be able to cope with the challenges brought about by the pandemic, particularly the fear of COVID-19, and to avoid thoughts of quitting the profession, it would be beneficial to take certain administrative measures on institutional and territorial basis. It is recommended that employees with a chronic disease work in low-risk clinics, the number of nurses be increased in busier clinics, working hours be reduced and nurses be provided with psychosocial support by experts to cope with stress. On the other hand, effective infection control, personal protective measures and implementing institutional policies and protocols can help to reduce the fear of COVID-19 and increase their professional quality of life.

DETAILS

Subject: Working conditions; Occupational stress; Stress management; Cessation; Chronic illnesses; Nursing administration; Personal control; Leadership; Nurses; Psychosocial support; Fear & phobias; COVID-19; Quality of life; Clinics; Psychosocial factors; Multiculturalism & pluralism; Pandemics; Working hours; Medical personnel; Disease control

Business indexing term: Subject: Occupational stress Leadership

Location: Brazil

Identifier / keyword: fear of COVID-19; nurses; pandemic; professional quality of life

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Developing a leadership and management competency framework for nurse champion: A qualitative study from Shanghai, China

Xu, Xiaohua¹; Zhang, Yuxia¹; Zhou, Ping²; Zhou, Xuan¹¹ Department of Nursing, Zhongshan Hospital, Fudan University, Shanghai, China² School of Public Health, Fudan University, Shanghai, China

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To develop a leadership and management competency framework applicable to Chinese nurse champions guided by the competency matrix for clinical nurse leader (CNL).

Background

As the clinical leaders and future nurse manager candidates in the Chinese clinical setting, nurse champions are in great need of leadership and management competency training, but it is unclear what content should be included in the training curriculum, a guiding framework applicable to Chinese nurse champions was needed to be constructed.

Methods

This study used a qualitative descriptive design to explore nurse champions' competency requirements from clinical nurse managers' perspective. Semi-structure interviews guided by the CNL competency matrix were conducted with 27 clinical nurse managers from six large-scale tertiary grade A hospitals in Shanghai, China. Interview transcripts were analysed using deductive and inductive content analysis.

Results

The data analysis yielded three main categories: nursing leadership, clinical outcome management and care environment management, containing 14 subordinate themes, which represent the leadership and management competencies needed for nurse champions.

Conclusions

A leadership and management competency framework for Chinese nurse champion was built in this study, which covering the competencies needed by Chinese nurse champions to lead care teams, improve quality of care for patient outcomes and enhance systems and equipment for the better care environment. This framework will be the direct basis for guiding the development of the nurse leadership curriculum for driving nurse champion to achieve role success.

Implications for nursing management

This framework provides a theoretical foundation for clarifying the role of nurse champion in clinical management. Training curriculum guided by this framework will help nurses in their clinical management role and share the burden of clinical nursing managers, as well as promote the development of a clinical nursing management reserve talents and support the future development of nursing staff in health care organisations.

DETAILS

Subject:	Clinical training; Curricula; Managers; Patients; Content analysis; Equipment; Nursing administration; Leadership; Competence; Quality of care; Teams; Clinical nursing; Health care; Clinical outcomes; Hospitals; Professional training; Nurse managers; Interviews; Candidates; Qualitative research; Health care management
Business indexing term:	Subject: Leadership
Location:	China
Identifier / keyword:	competency; nursing leadership; nursing management; qualitative
Publication title:	Journal of Nursing Management; Oxford
Volume:	30
Issue:	4
Pages:	962-972
Publication year:	2022
Publication date:	May 2022
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Country of publication:	United Kingdom, Oxford
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Effects of role overload, work engagement and perceived organisational support on nurses' job performance during the COVID-19 pandemic

Zhang, Na ¹

; Xu, Dingxin ²; Li, Jingjing ³; Xu, Zhen ⁴

¹ School of Economics and Management, Beijing Information Science & Technology University, Beijing, China ² School of Nursing, Jinan University, Guangzhou, Guangdong, China ³ College of Economics and Management, Beijing University of Technology, Beijing, China ⁴ Medical College, Hebei University of Engineering, Handan, China

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aims

We aim to study the effect of role overload, work engagement and perceived organisational support on nurses' job performance, including task performance, interpersonal facilitation and job dedication.

Background

Many nurses have suffered from role overload at work during the COVID-19 pandemic. However, the investigations of the influence mechanisms and boundary conditions through and under which role overload is associated with job performance have shown inconsistent results.

Methods

A total of 595 Chinese nurses were studied from November 2020 to February 2021. Confirmatory factor analysis, maximum likelihood estimation and bootstrapping analysis were used to test the mediating process and the moderating effect.

Results

Work engagement partly mediated the relationships of role overload with task performance ($\beta = -.253$, $p < .001$, 95% CI: $[-.315, -.204]$) and interpersonal facilitation ($\beta = -.202$, $p < .001$, 95% CI: $[-.261, -.145]$); work engagement also fully mediated the relationship between role overload and job dedication ($\beta = -.239$, $p < .001$, 95% CI: $[-.302, -.186]$). Perceived organisational support moderated the relationships of role overload with task performance, interpersonal

facilitation and work dedication ($\beta = -.171, p < .001$, $\beta = -.154, p < .001$ and $\beta = -.175, p < .001$, respectively).

Conclusions

Work engagement is the linchpin linking role overload to distal outcomes of job performance. Perceived organisational support mitigates the ways in which role overload undermines job performance.

Implications for Nursing Management

Hospital administrators can minimize the effects of role overload and create a more supportive organisational environment to promote the job performance of nurses.

DETAILS

Subject:	Facilitation; Maximum likelihood method; Work environment; COVID-19; Pandemics; Nursing administration; Confirmatory factor analysis; Job performance; Nurse led services; Nurses; Task performance; Bootstrap methods
Business indexing term:	Subject: Job performance
Identifier / keyword:	job performance; perceived organisational support; role overload; work engagement
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The lived experience of nurses who volunteered to combat the COVID-19 pandemic in South Korea: A qualitative phenomenological study

Lee, Hyunjie ¹

; Lee, Seung Eun ²

; Somin Sang ¹

; Morse, Brenna ³

¹ Yonsei University College of Nursing, Seoul, South Korea ² Mo-Im Kim Nursing Research Institute, Yonsei University College of Nursing, Seoul, South Korea ³ Solomont School of Nursing, University of Massachusetts Lowell, Lowell, Massachusetts, USA

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To explore the motivation and lived experience of nurses responding to the COVID-19 pandemic in South Korea.

Background

Identifying motivation, barriers and facilitators to nurses' willingness to work during a pandemic is necessary to prepare for future pandemic responses.

Methods

Ten individual interviews were conducted. Interviews were analysed and synthesized following Colaizzi's method.

Results

Six major themes identified: *Decision to participate in the COVID-19 response; Facing hardship; Distress due to the nature of COVID-19; Overcoming hardship; Growing through the COVID-19 response; and The need for reciprocity.*

Conclusion

The increased demands for nursing care during the pandemic highlight the need for strong organisational support and effective workforce strategies. Our study results can inform the development of programmes and policies that are proactive, rather than reactive, to prepare for future pandemic situations.

Implications for Nursing Management

To recruit and manage nurses during a pandemic effectively, a safe work environment with proper resources should be established. Additionally, adequate education, training and compensation are needed.

DETAILS

Subject:	Workforce; Motivation; Interviews; Facilitators; Work environment; COVID-19; Reciprocity; Nursing care; Pandemics; Nursing administration; Compensation; Nursing; Nurses; Psychological distress
Location:	South Korea
Identifier / keyword:	COVID-19; nurse; qualitative; South Korea; willingness
Publication title:	Journal of Nursing Management; Oxford
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Issue:	4
Pages:	864-871
Publication year:	2022
Publication date:	May 2022
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An analysis of the effect of nurse managers' toxic leadership behaviours on nurses' perceptions of professional values: A cross-sectional survey

Özkan, Ali ¹ ; Çamlıca, Tuğçe ²
; Kartal, Handan ²

¹ Süleyman Demirel University Research and Application Hospital, Isparta, Turkey ² Health Research and Application Center, Süleyman Demirel University Research and Application Hospital, Isparta, Turkey

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

This study aimed to investigate whether or not the toxic leadership behaviours of nurse managers influence nurses' perceptions of professional values.

Background

Professional values are among the factors that influence the development and the enhancement of the quality of health services. The professional development of nurses at work is particularly shaped by the guidance and

counselling of nurse managers. Therefore, it is vitally important to determine the effects of nurse managers' toxic leadership behaviours on nurses' perception of professional values in terms of the development of professional values and the nursing image.

Method and Material

This study was designed as a descriptive and correlational study and was conducted with 244 nurses working in a university hospital between 09.01.2020 and 12.03.2020. The study data were collected using a Personal Information Form (11 questions) designed by the researchers in line with the recent literature, the Nurses Professional Values Scale-Revised (NPVS-R) and the Toxic Leadership Scale. The study data were analysed with SPSS 25.0, and they were evaluated using frequency, percentage, the Mann-Whitney *U* test and the Kruskal-Wallis *H* test, one-way ANOVA, the *t*-test for independent groups, the Cronbach alpha coefficient and Spearman correlation coefficient methods. The significance level was taken as $p < 0.001$, and $p < 0.05$ was used to interpret the study results.

Results

The mean age of the nurses in the study was 31.79 ± 6.68 years. A statistically significant difference was found between the scores for the NPVS-R and their previous education about leadership ($U: 5.273$, $p < 0.05$). A significant difference was also noted between the Toxic Leadership Scale scores and the educational status of the nurses ($\chi^2 = 9.971$, $p < 0.001$), whether or not they deliberately chose nursing as a profession ($U: 7.777$, $p < 0.05$), whether or not they willingly served as a nurse ($U: 8.458$, $p < 0.001$) and whether or not they willingly served in their current unit ($U: 8.475$, $p < 0.05$). The total score and the subdimension scores of the Toxic Leadership Scale and NPVS-R Scale were not significantly correlated ($p > 0.05$).

Conclusion

The results demonstrated that nurses who deliberately chose nursing as a career option, who willingly served as a nurse and who willingly served in their current units were comparatively less influenced by the managers with toxic leadership attitudes. It was similarly determined that nurses with higher levels of education and those who received in-service training were less influenced by toxic managers. It was finally noted that working with toxic managers had no significant effect on the nurses' perception of professional values.

Implications for Nursing Management

The results indicated that although toxic leadership and nurses' perception of professional values were not significantly correlated, toxic behaviours may cause a depreciation in nurses' perception of professional values and beliefs, as noted in other relevant studies. It is thus necessary to be aware of the effects of toxic leadership behaviours on nurses and the institution and that precautions be taken by management against any negative effects. Supporting nurses with in-service training and building up resistance against toxic leadership behaviours will be beneficial for the proper and effective functioning of the institution.

DETAILS

Subject:	Professional ethics; Perceptions; Academic achievement; Professional training; Nurse managers; Personal information; Managers; Nursing administration; Health status; Precautions; Nursing; Values; Behavior; Nurses; Health services; Leadership; Professional development
Identifier / keyword:	leadership; managers; nurses; professional values; toxic
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Determining the relationship between magnet properties of hospitals and the professional values of the nurses: A cross-sectional study

Öçal, Simge Evrenol ¹

; Terzioğlu, Füsün ²

¹ Department of Obstetrics and Gynecology Nursing, Faculty of Health Science, Izmir Katip Çelebi University, Balatçık Campus, Izmir, Turkey ² Nursing Department, Faculty of Health Science, Kocaeli Health and Technology University, Başiskele, Turkey

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To identify the relationship between the characteristics of hospitals in recruiting and retaining nurses (magnet properties) and nurses' professional values.

Background

In Turkey, there are a limited number of hospitals with the characteristics to enable nurses to stay in their institutions. The magnet properties of these hospitals and the professional values of the nurses working in these hospitals are not known.

Methods

This descriptive cross-sectional research included 612 nurses working in six hospitals accredited by the Joint Commission International. Data were collected using the Nursing Professional Values Scale-Revised (NPVS-R) and the Essentials of Magnetism Scale (EOM II).

Results

The mean NPVS-R score was high 102.0 (26–130). However, the mean EOM II score was found to be low at 2.2 (1.0–3.4). As the magnet properties of the hospitals increased, the professional values of the nurses decreased.

Conclusion

There was a negative correlation between the magnet properties of hospitals and the professional values of the nurses.

Implications for Nursing Management

The findings of this study highlight the necessity of creating a working environment with high magnet characteristics, which also includes the professional values of nurses. Nurse managers should investigate the reasons behind the low magnet properties of hospitals, raise awareness, and plan interventions to increase magnet properties of hospitals. Creating a supportive working environment, promotion of the salaries and work environment and decreasing workload are some of the important intervention areas in attracting and keeping nurses in the institution.

DETAILS

Subject: Professional ethics; Intervention; Nurse managers; Recruitment; Work environment; Hospitals; Nursing administration; Nursing; Values; Total quality; Nurses; Characteristics; Magnet hospitals

Business indexing term: Subject: Total quality

Identifier / keyword: magnet hospitals; nursing; professional values; recruitment; retention

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Volume:	30
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Publication date:	May 2022
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Document URL:	https://www.proquest.com/scholarly-journals/determining-relationship-between-magnet/docview/2658980172/se-2?accountid=211160
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Prevalence, levels and related factors of burnout in nurse managers: A multi-centre cross-sectional study

María José Membrive-Jiménez ¹

; Almudena Velando-Soriano ²; Laura Pradas-Hernandez ²; José Luis Gomez-Urquiza ³

; José Luis Romero-Béjar ⁴; Guillermo A Cañadas-De la Fuente ⁵; Emilia I De la Fuente-Solana ⁶ ¹

Red Cross University Nursing Center, Seville, Seville, Spain ² Andalusian Health Service, San Cecilio

Clinical University Hospital, Granada, Spain ³ Department of Nursing, Faculty of Health Sciences,

University of Granada, Ceuta, Ceuta, Spain ⁴ Statistics and Operational Research Department, University

of Granada, Granada, Granada, Spain ⁵ Department of Nursing, Faculty of Health Sciences, University of

Granada, Granada, Spain ⁶ Brain, Mind and Behaviour Research Center (CIMCYC), University of

Granada, Granada, Spain

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aims

The aims of this study are to analyse the prevalence and levels of burnout syndrome in nurse managers and to evaluate the relationship between burnout and related sociodemographic, occupational and psychological factors.

Background

Burnout syndrome, defined as an emotional response to chronic stress, is a major problem among nurse managers.

Methods

The study was conducted using a cross-sectional survey design and data collected by the Maslach Burnout Inventory, the revised NEO Five Factor Inventory and the Educational-Clinical Questionnaire for Anxiety and Depression. The sample population consisted of 86 nurse managers from different hospitals from the Public Health Service of Andalusia, Spain.

Results

A total of 22.4% of the participants presented high levels of emotional exhaustion, 21% experienced depersonalisation and 57.6% had little sense of personal accomplishment. Working long shifts was related to burnout. Emotional exhaustion and depersonalization were predicted by depression, while personal accomplishment was predicted by conscientiousness, agreeableness and openness.

Conclusions

A total of 34.1% of the participants presented high levels of burnout, manifested by feelings of low personal accomplishment. Psychological and occupational factors play an important role in the development of this syndrome.

Implications for Nursing Management

Nurse managers should seek to detect burnout among staff and colleagues matching the risk profile for this condition and promote interventions to prevent it.

DETAILS

Subject:	Occupational stress; Hospitals; Fatigue; Mental depression; Public health; Nurse managers; Openness; Burnout; Nursing administration; Conscientiousness; Depersonalization; Agreeableness; Sociodemographics; Health services; Psychological aspects; Emotional responses
Business indexing term:	Subject: Occupational stress Burnout
Identifier / keyword:	burnout; nursing management; occupational health; predictors; prevalence
Publication title:	Journal of Nursing Management; Oxford
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Publication date:	May 2022
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Document 55 of 60

Auditing completion of nursing records as an outcome indicator for identifying patients at risk of developing pressure ulcers, falling, and social vulnerability: An observational study

López, María ¹

; Mercedes Fernández-Castro ²

; Belén Martín-Gil ³; María Fe Muñoz-Moreno ²; Jiménez, José María ¹ ¹ Nursing Faculty, University of Valladolid, Valladolid, Spain ² Research Support Unit, Hospital Clínico Universitario de Valladolid, Valladolid, Spain ³ Department of Nursing Care Information Systems, Hospital Clínico Universitario de Valladolid, Valladolid, Spain

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To evaluate the completion of nursing records through scheduled audits to analyse risk outcome indicators.

Background

Nursing records support clinical decision-making and encourage continuity of care, hence the importance of auditing their completion in order to take corrective action where necessary.

Method

This was an observational descriptive study carried out from February to November 2020 with a sample of 1131 electronic health records belonging to patients admitted to COVID-19 hospital units during three observation periods: pre-pandemic, first wave, and second wave.

Results

A significant reduction in nursing record completion rates was observed between pre-pandemic period and first and

second waves: Braden scale 40.97%, 28.02%, and 30.99%; Downton scale: 43.74%, 22.34%, and 33.91%; Gijón scale: 40.12%, 26.23%, and 33.64% ($p < 0.001$). There was an increase in the number of records completed between the first and second waves following the measures adopted after the quality audit.

Conclusions

The use of scheduled audits of nursing records as quality indicators facilitated the detection of areas for improvement, allowing timely corrective actions.

Implications for Nursing Management

Support from nursing managers at health care facilities to implement quality assessment programmes encompassing audits of clinical record completion will encourage the adoption of measures for corrective action.

DETAILS

Subject:	Completion; Quality assessment; Quality management; Pressure ulcers; Clinical decision making; Ulcers; COVID-19; Pandemics; Audits; Nursing administration; Computerized medical records; Nursing; Health records; Clinical nursing; Clinical assessment; Observational studies; Continuity of care
Identifier / keyword:	documentation; evaluation; hospital organisation; indicators
Publication title:	Journal of Nursing Management; Oxford
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Issue:	4
Pages:	1061-1068
Publication year:	2022
Publication date:	May 2022
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Nurses' clinical leadership in the hospital setting: A systematic review

Carlota Guibert-Lacasa ¹ ; Mónica Vázquez-Calatayud ²

¹ Clínica Universidad de Navarra, Madrid, Spain ² Clínica Universidad de Navarra, Madrid, Spain; Clínica Universidad de Navarra, Pamplona, Spain; Innovation for a Person-Centred Care Research Group (ICCP-UNAV), University of Navarra, Pamplona, Spain; Navarra's Health Research Institute (IdiSNA), Pamplona, Spain

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

This study aims to identify the most effective interventions to facilitate nurses' clinical leadership in the hospital setting.

Background

There is a gap in the literature on the identification and measurement of effective interventions for leadership skill development among clinical nurses in hospitals. To the best of our knowledge, no systematic review has been performed on this issue.

Evaluation

A systematic review was conducted. The PubMed, CINAHL, PsycINFO and Cochrane databases were reviewed. Data extraction, quality appraisal and narrative synthesis were conducted in line with Preferred Reporting Items for

Systematic Reviews and Meta-Analyses (PRISMA) guidelines.

Key issues

The evidence reveals that interventions designed to promote nurses' clinical leadership are complex, requiring that cognitive, interpersonal and intrinsic competencies as well as psychological empowerment, emotional intelligence and critical reflexivity skills be addressed.

Conclusions

The development of multicomponent, theory-based and mixed-format programmes may be more suitable to facilitate nurses' clinical leadership in the hospital setting.

Implications for Nursing Management

Strategies to facilitate nurses' clinical leadership in the hospital setting should address simultaneously the knowledge and ability of bedside nurses to solve the practical problem collaboratively with a sense of control, competency and autonomy. Hence, it would promote high quality care, satisfaction and retention of bedside nurses.

DETAILS

Subject:	Measurement; Psychological empowerment; Intervention; Databases; Hospitals; Systematic review; Reflexivity; Empowerment; Nursing administration; Skill development; Sense of control; Nurses; Professional identity; Competence; Quality of care; Clinical leadership; Clinical nursing; Emotional intelligence; Intelligence; Autonomy
Identifier / keyword:	clinical leadership; clinical nurse; intervention; nursing; strategies
Publication title:	Journal of Nursing Management; Oxford
Volume:	30
Issue:	4
Pages:	913-925
Publication year:	2022
Publication date:	May 2022
Section:	REVIEW ARTICLES
Publisher:	Hindawi Limited
Place of publication:	Oxford
Country of publication:	United Kingdom, Oxford
Publication subject:	Medical Sciences--Nurses And Nursing, Business And Economics--Management
ISSN:	09660429
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A structural equation model analysis of the association between work-related stress, burnout and job-related affective well-being among nurses in Saudi Arabia during the COVID-19 pandemic

Falatah, Rawaih ¹
; Alhalal, Eman ²

¹ Department of Nursing Administration and Education, College of Nursing, King Saud University, Riyadh, Kingdom of Saudi Arabia ² Community and Mental Health Department, College of Nursing, King Saud University, Riyadh, Kingdom of Saudi Arabia

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To test a model that examines the direct and indirect effects of work-related stress on job-related affective well-being through compassion fatigue.

Background

Despite the danger of infection, nurses' dedication to their work appears to be an innate desire to provide care for patients with COVID-19. Nonetheless, the universal effort to control the outbreak has led to extended work hours and workload, which has been defined as the primary contributor to work-related stress among nurses and might impact their job-related affective well-being.

Method

We used a cross-sectional exploratory design. Data were collected using an online survey from 161 nurses working in the Saudi health care system. The survey included obtaining information on demographics and work-related stress using Professional Quality of Life Scale version 5 to measure compassion fatigue as well as a job-related affective well-being scale.

Results

Work-related stress had significant negative direct effects on job-related affective well-being and positive effects on compassion fatigue. Compassion fatigue had significantly negative direct effects on job-related affective well-being. Work-related stress exerted negative indirect effects on job-related affective well-being through compassion fatigue, which partially mediated the relationship.

Conclusion

The findings supported the model and added to our understanding regarding the impact of work-related stress on nurses.

Implications for Nursing Management

Stress reduction is an important element in improving staff outcomes as well as job-related affective well-being.

DETAILS

Subject:	Health care; Clinical outcomes; Fatigue; Quality of life; Work; Stress management; COVID-19; Working hours; Burnout; Occupational stress; Nursing administration; Indirect effects; Pandemics; Nurses; Sympathy; Polls & surveys; Structural equation modeling
Identifier / keyword:	burnout; compassion fatigue; job-related affective well-being; secondary traumatic stress; work-related stress
Publication title:	Journal of Nursing Management; Oxford
Volume:	30
Issue:	4
Pages:	892-900
Publication year:	2022
Publication date:	May 2022
Section:	ORIGINAL ARTICLES
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Place of publication:	Oxford
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Publication subject:	Medical Sciences--Nurses And Nursing, Business And Economics--Management
ISSN:	09660429
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Database:	Publicly Available Content Database

Document 58 of 60

Emotional well-being, spiritual well-being and resilience of advanced clinical practitioners in the United Kingdom during COVID-19: an exploratory mixed method study

Rogers, Melanie ¹
; Windle, Angela ¹ ; Wu, Lihua ¹
; Taylor, Vanessa ²

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

To investigate the emotional and spiritual well-being and resilience of advanced clinical practitioners during COVID.

Background

Resilience is a protective factor for emotional and spiritual well-being. The pandemic has taken a toll on health professionals due to significant physical and psychological pressures. The impact of COVID-19 on well-being and resilience of advanced clinical practitioners is not known.

Method

Three validated scales assessed resilience, emotional and spiritual well-being. Seven hundred and thirty-four responses were analysed.

Results

Participants have low levels of emotional and spiritual well-being. Participants with higher levels of spirituality reported greater resilience and those with higher levels of resilience reported greater well-being.

Conclusion

Advanced clinical practitioners' emotional and spiritual well-being and resilience has been impacted significantly during the pandemic. Interventions are needed at team, service and systems levels to enhance well-being and resilience.

Implications for Nursing Management

Worryingly low levels of well-being and resilience in advanced clinical practitioners have been found; support to increase well-being and resilience is needed. Our findings can inform policies, resources and interventions aimed at enabling positive adaptation and enhanced resilience. Understanding and responding to the scale and impact of COVID-19 on health care workers has become a key government recommendation following the pandemic.

DETAILS

Subject:	Nursing administration; Intervention; Spirituality; Health care; Pandemics; Medical personnel; Teams; Resilience; COVID-19; Mixed methods research
Identifier / keyword:	advanced roles; burnout; emotional reactivity; nurse practitioners; stress
Publication title:	Journal of Nursing Management; Oxford
Volume:	30
Issue:	4
Pages:	883-891
Publication year:	2022
Publication date:	May 2022

Section:	ORIGINAL ARTICLES
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Document 59 of 60

Influence of the subfactors of self-compassion on burnout among hospital nurses: A cross-sectional

study in South Korea

Mi Heui Jang ¹

; Yoo Mi Jeong ²

; Park, Geuna ³ ¹ College of Nursing, Kyung Hee University, Seoul, South Korea ² College of Nursing, Dankook University, Cheonan-si, South Korea ³ Graduate, Department of Public Health Education, Graduate School of Education, Kyung Hee University, Seoul, South Korea

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

This study aimed to identify the effects of the subfactors of self-compassion on hospital nurse burnout and provide basic knowledge for an intervention programme to prevent nurse burnout.

Background

Burnout in nurses has been reported to influence their own and patients' mental health and safety. Enhancing self-compassion can help to prevent burnout.

Methods

This study involved descriptive research using a cross-sectional design. Data were collected at H University Hospital in Korea, from January to March 2020. Of the 213 questionnaires collected, 208 were included in data analysis.

Results

Burnout was higher when nurses were younger, unmarried, in poor health, general nurses, dissatisfied with their jobs, planning to leave their jobs or receiving low social support from peers. There was a negative correlation between burnout and the self-compassion subscales. Multiple regression analysis showed that isolation and mindfulness among self-compassion, were significantly related to burnout.

Conclusions

Since individual variables and self-compassion are major elements impacting nurse burnout, it is important for nursing organizations to investigate nurses' individual variables, including subfactors of self-compassion, to help them prevent burnout.

Implications for Nursing Management

Nurse burnout might be prevented by increasing self-compassion. Hospital and nurse managers may employ individualized strategies to enhance nurses' self-compassion.

DETAILS

Subject: Social support; Occupational stress; Nurse managers; Mental disorders; Consciousness; Burnout; Hospitals; Nursing administration; Health status; Individualized; Mindfulness; Regression analysis; Nursing; Sympathy; Nurses; Mental health; Descriptive research

Business indexing term: Subject: Occupational stress Burnout

Location: South Korea

Identifier / keyword: burnout; mindfulness; nursing; self-compassion

Publication title: Journal of Nursing Management; Oxford

Volume:	30
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Pages:	993-1001
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Publication date:	May 2022
Section:	ORIGINAL ARTICLES
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ProQuest document ID:	2658980092
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A survey of nurse practitioner perceptions of integration into acute care organisations across one region in Ireland

Ryder, Mary ¹

; Gallagher, Paul ² ¹ School of Nursing, Midwifery & Health Systems, University College Dublin, Dublin ² Ireland East Hospital Group, Dublin, Ireland

[ProQuest document link](#)

ABSTRACT (ENGLISH)

Aim

The purpose of the study was to explore nurse practitioner perceptions of integration practices in acute hospitals across one health care region in Ireland.

Background

A recent Department of Health National policy towards developing a critical mass of nurse practitioners was implemented across Ireland. Successful integration of nurse practitioner roles is integral to the success of the service and sustainability of the roles for the long term.

Method

An electronic survey was circulated to a convenience sample of 85 nurse practitioners across a single, acute health care region in Ireland.

Results

Sixty-six (78%) of nurse practitioners participated. A standardized governance structure was reported by 24 (36%) participants. Thirty-two (48%) participants expressed their job description clearly defined their role. Consultant physicians were identified as the most supportive stakeholder by participants.

Conclusions

This research identifies that nurse practitioner integration is not currently structured. A framework to support nurse practitioner integration is required to ensure ongoing support for the role. This research identifies that integration is not currently optimized.

Implications for Nursing Management

Failure to successfully integrate the nurse practitioner role risks the long-term sustainability of the role and is a missed opportunity to demonstrate the success of advanced clinical leadership to health care.

DETAILS

Subject: Patient safety; Health care; Hospitals; Sustainability; Continuity of care; Consultant physicians; Perceptions; Nursing administration; Nurse practitioners; Clinical governance; Polls & surveys; Acute services; Clinical leadership; Integrated services

Location: Ireland

Identifier / keyword: integration; leadership; nurse practitioners; nursing management

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Wang, Z., Liu, H., Huang, J., Li, S., Yan, Z., & Luan, X. (2022). Validation of a Chinese version of the Analysing and Developing Adaptability and Performance in Teams to Enhance Resilience Scale in Nurses in China. *Journal of Nursing Management*, 30(5), 1324-1336. doi:<https://doi.org/10.1111/jonm.13628>

AimThis study examined the validity and reliability of the Analysing and Developing Adaptability and Performance in Teams to Enhance Resilience (ADAPTER) Scale in a sample of Chinese nurses. **Background**Nurse shortage caused by job stress in China is becoming more acute, while research on team resilience training among nurses is still rising. To accurately and consistently describe team resilience status prior to training and evaluate the effects of resilience interventions at the team level among nurses, it is critical to develop a valid and reliable Chinese measure. **Methods**This was a cross-sectional study of 838 nurses. The scale was translated into Chinese according to Brislin's guidelines. Validity was evaluated by content validity, discriminative validity, exploratory and confirmatory factor analyses and convergent validity. Reliability was estimated by item-to-total correlations, internal consistency and test-retest reliability. **Results**Exploratory and confirmatory factor analyses revealed a four-factor model. Content validity was good and discriminative validity showed a significant discriminative ability. The concurrent validity was acceptable. The reliability was demonstrated with item-to-total correlations of greater than .40, Cronbach's alpha of .97 and intraclass correlation coefficients of .946. **Conclusions**The Chinese version of the scale is a valid and reliable instrument. **Implications for Nursing Management**The scale can provide insight into nurses' team resilience and thereby inform the development of specific interventions aimed at improving the team resilience of nurses.

Shin, S., & Hye, J. Y. (2022). Frontline nurses' caring experiences in COVID-19 units: A qualitative study. *Journal of Nursing Management*, 30(5), 1087-1095. doi:<https://doi.org/10.1111/jonm.13607>

AimExploring nurses' caring and communication experiences in COVID-19 units. **Background**Frontline nurses play a critical role in providing 24-h bedside nursing care to COVID-19 patients. An in-depth understanding of frontline nurses' lived experiences is necessary to establish appropriate nursing strategies during crises, such as the COVID-19 pandemic. **Methods**Qualitative descriptive design with content analysis. **Results**Fifteen nurses were interviewed, and three themes were identified: central role of therapeutic communication, compassion that deepens naturally and expansion of professionalism in nursing. **Conclusion**The nurses proactively provided care for COVID-19 patients, and they acknowledged and accepted their roles in protecting the lives and ensuring the health of their patients daily. The nurses' experiences in COVID-19 units served as an opportunity for ruminating and rediscovering the meaning of nursing. **Implications for Nursing Management**Hospital policymakers and nurse managers should strive to resolve the communication-related challenges faced by nurses. Standardizing and implementing effective communication strategies should be considered in nursing management.

Paola Galbany-Estragués, Pere Millán-Martínez, Joan-Carles Casas-Baroy, Mireia Subirana-Casacuberta, & Anna Ramon-Aribau. (2022). High hiring rate of nurses in Catalonia and the rest of Spain hides precarious employment from 2010 to 2019: A quantitative study. *Journal of Nursing Management*, 30(5), 1337-1344. doi:<https://doi.org/10.1111/jonm.13632>

AimThis study aims to describe the hiring of nurses in Catalonia and the rest of Spain over 10 years. **Background**Precarious employment (PE) has negative consequences for nurses' quality of life and work performance. **Methods**Quantitative study using a retrospective, longitudinal, descriptive design. We analysed publicly available employment data from Catalonia and the rest of Spain. **Results**Nurses are among the health professionals with the lowest proportion of open-term (permanent) contracts, 25% during the first 4 years of employment. During the study period, each nurse hired had an average of 3.44 contracts per year. The proportion of nurses with a fixed-term (non-permanent) contract shrank from 25.3% in 2006 to 20.5% in 2012 and grew rapidly to 38.7% in 2018. We estimate that 14,800 nurses signed fixed-term contracts in 2018 without ever having registered as unemployed in nursing. **Conclusion**High rates of fixed-term hiring and the high number of contracts per nurse are evidence of a high level of PE for nurses in Catalonia. **Implications for Nursing Management**When policymakers and workforce planners design recruitment and retention programmes for nurses, they should consider improving working conditions by

extending more open-term contracts to combat PE and, indirectly, the shortage of nurses.

Leontiou, I., Papastavrou, E., Middleton, N., & Merkouris, A. (2022). Empowerment and turnover of nurse managers before and after a major health care reform in cyprus: A cross sectional study. *Journal of Nursing Management*, 30(5), 1196-1205. doi:<https://doi.org/10.1111/jonm.13606>

AimThis study aimed to investigate the perceived empowerment and turnover intention of middle nurse managers before and after the implementation of a major reform of the health care system in Cyprus, which also includes the transition of public hospitals towards administrative and financial autonomy.
BackgroundThe empowerment of nurse managers is important since previous studies have shown that it is associated with performance at work and may have an impact on their turnover intention.
MethodsA repeated cross-sectional study was conducted in March 2019 (first phase) and was repeated in March 2020 (second phase), after the introduction of major changes. The target population was all nurse managers of the public hospitals. The final sample consisted of 175 (RR 94%) participants in the first phase and 178 (RR 95.6%) in the second.
ResultsMeasurements at both time points revealed moderate levels of perceived empowerment among Cyprus nurse managers. Empowerment score (17.95) appeared slightly lower at the repeat measurement compared to the first empowerment score (18), but the observed difference was not statistically significant ($p=0.184$). Among the categories of empowerment opportunities was presenting statistically significant differences between the two phases. At the second phase, mean scores of empowerment were consistently lower among those who stated YES compared to those who stated NO in relation to (a) the intention to change department, (b) the intention to change profession and (c) the intention to change organization/hospital.
ConclusionsThis study demonstrated lower levels of empowerment among nurse managers with turnover intentions. It is therefore needed to be investigated further whether lower empowerment levels are the main reason for turnover intentions. It also suggests the need for senior management to create opportunities and to develop and implement interventions which aim to maintain and further improve the empowerment of the nurse managers and assess their effectiveness in terms of turnover intention in the organization.
Implications for nursing policyThe senior management of the hospitals needs to adopt retention strategies by establishing an empowered positive working environment for nurse managers. Nurse managers need to collaborate with the senior management and seek more access to opportunities, information, support and resources which will enable them to perform their duties with efficiency and be more effective.

Jing-Fen Yu, Yue-Ming Ding, Rui-Ying Jia, Dan-Dan Liang, Wu, Z., Guang-Li Lu, & Chao-Ran Chen. (2022). Professional identity and emotional labour affect the relationship between perceived organisational justice and job performance among chinese hospital nurses. *Journal of Nursing Management*, 30(5), 1252-1262. doi:<https://doi.org/10.1111/jonm.13608>

AimTo investigate the influence of perceived organisational justice, professional identity and emotional labour on nurses' job performance.
BackgroundPrevious studies have not explored the impact of professional identity and emotional labour on the relationship between perceived organisational justice and job performance. However, how to mobilize the enthusiasm of nurses and improve their job performance is the key for nursing managers to realize the sustainable development of hospitals.
MethodsA cross-sectional survey design was conducted. A total of 951 nurses from public hospitals in China participated in the survey from March–June 2021. The descriptive statistical approach, Pearson's correlation analysis and the PROCESS Macro Model 4 and 14 in regression analysis were used to analyse the available data.
ResultsThe results showed that nurses' perceived organisational justice, professional identity, emotional labour and job performance were significantly positive correlations between every two variables, with coefficients ranging between .24 and .75. Professional identity played a whole mediating role in perceived organisational justice and job performance, accounting for 98.04% of the total effect; meanwhile, this process was moderated by emotional labour.
ConclusionsPerceived organisational justice positively predicted nurses' job performance; as a mediating mechanism with moderating, professional identity and emotional labour further explained how perceived organisational justice promoted the job performance of nurses.
Implications for nursing managementThis study highlighted the moderated mediation role of professional identity and emotional labour between nurses' perceived organisational justice and job performance. Understanding this mechanism has guiding significance for nursing managers to improve nurses' job performance.

Engel, F. D., Kamylla dos, S. C., Aline Lima Pestana Magalhães, Betina Horner, S. M., & Ana Lúcia Schaefer Ferreira, de Mello. (2022). Management actions for prevention and control of healthcare-associated infections: A grounded theory approach. *Journal of Nursing Management*, 30(5), 1355-1365. doi:<https://doi.org/10.1111/jonm.13605>

AimTo understand the management actions for prevention and control of health care-associated infections (HAIs) performed by health professionals.
BackgroundPrevention of nosocomial infections has evidence-based practice at its essence, but not all institutions are successful in implementing prevention methodology.
MethodsQualitative research with Grounded Theory methodological framework. The research was carried out in two southern Brazilian hospitals. Data collected were employed through open interviews with 21 health professionals and managers. This process occurred concurrently with the data analysis, through constant comparative analysis.
ResultsThe understanding of the co-responsibility of managerial actions emerged as a central phenomenon of the theoretical model. Management actions for the prevention and control of HAIs are a collective phenomenon, in which co-responsibility sustains the effectiveness of the offered assistance. The behaviours of health teams in the face of structural and human weaknesses influence the construction of a supportive relationship in the effectiveness of patient safety actions.
ConclusionsThe sharing of responsibilities between professionals and the actions of prevention and control of HAIs arising from this conduct positively influence the promotion of safer and improved quality care.
Implications for nursing managementNursing managers should consider applying the tools to prevent and control HAIs and generate in-depth discussion to promote institution's cultural changes.

Soon, Y. B., Hyo-Jeong Yoon, Kim, Y., & Kim, J. (2022). Posttraumatic stress disorder and related factors among nurses working during the COVID-19 pandemic. *Journal of Nursing Management*, 30(5), 1096-1104. doi:<https://doi.org/10.1111/jonm.13615>

AimTo analyse the prevalence of posttraumatic stress disorder (PTSD) and examine its related factors among nurses who worked during the coronavirus disease 2019 (COVID-19) pandemic in Daegu, South Korea.
BackgroundNurses are a high-risk population for PTSD, especially during the COVID-19 pandemic. This study was conducted to identify the nursing work environmental factors that should be addressed to reduce PTSD.
MethodsUsing a cross-sectional design, 365 nurses were enrolled. Their characteristics (intrapersonal, interpersonal, organizational, and COVID-19-related) and PTSD Checklist-5 scores were analysed.
ResultsThe average PTSD score was 14.98 ± 15.94 , and 16.5% of the participants had a high risk of PTSD. Nurses were more likely to have PTSD if they were married (odds ratio=3.02, $p=.013$) and when nurse managers' abilities, leadership, and support of nurses were low (odds ratio=3.81, $p<.001$).
ConclusionsThe nursing work environment was found to be associated with PTSD. Therefore, interventions are necessary to increase nurse managers' abilities, leadership, and support for nurses to reduce the risk of PTSD among nurses.
Implications for Nursing ManagementEffective professional and social support and interventions to improve nurse managers' abilities, leadership, and support of nurses are needed to reduce PTSD.

Khan, Y., Bruyneel, A., & Smith, P. (2022). Determinants of the risk of burnout among nurses during the first wave of the COVID-19 pandemic in Belgium: A cross-sectional study. *Journal of Nursing Management*, 30(5), 1125-1135. doi:<https://doi.org/10.1111/jonm.13624>

AimsTo estimate the prevalence of burnout risk among nurses during the peak of the first wave of the COVID-19 pandemic in Belgium and to identify risk groups and protective and risk factors.
BackgroundNurses are at high risk of burnout, and this can have negative consequences for them, patients and health care systems. The pandemic may have changed their working conditions and increased their risk of burnout.
MethodsThe risk of burnout was assessed through the Maslach Burnout Inventory Scale. Information on socio-demographic and working conditions during the pandemic was also collected. We obtained 4552 respondents through convenience sampling.
ResultsA high risk of burnout was found in 70% of respondents. The main risk factors of burnout were the lack of personal protective equipment, changes in perceived workload and working with COVID-19 patients.
ConclusionsAn uneven workload for nurses is an underlying problem during the COVID-19 pandemic and a significant risk factor for their burnout. The decreased workload is a risk factor for burnout as important as increased workload and repeated exposure to

COVID-19. Implications for Nursing Management Burnout prevention and treatment interventions must target the correct risk factors and identify nurses at risk to be cost-effective.

Saleem, S., Tourigny, L., Muhammad, M. R., Shaheen, S., & Goher, A. (2022). Servant leadership and performance of public hospitals: Trust in the leader and psychological empowerment of nurses. *Journal of Nursing Management*, 30(5), 1206-1214. doi:<https://doi.org/10.1111/jonm.13622>

Aims This study examines the effect of servant leadership on the performance of the hospital through the mediating effect of trust in the leader. It further analyses the moderating role of psychological empowerment. **Background** Hospitals in Pakistan experience a severe shortage of nurses. Nurses are overworked and need support to provide quality patient care. Servant leadership, which focuses on the growth and development of followers, is of relevance in such context. **Methods** A sample of 339 registered nurses from four public hospitals in Pakistan provided survey data. Instruments with established psychometric properties and structural equation modelling were used to test the model. **Results** Servant leadership has a significant direct effect on trust in the leader and an indirect effect on the performance of the hospital through trust in the leader. A moderated mediation test reveals that the relationship between trust in the leader and the performance of the hospital is stronger when nurses report high psychological empowerment. **Conclusion** Servant leadership instils trust among nurses and elevates the organisational performance of the hospital. **Implications for Nursing Management** Hospitals should select and train nurse managers who can embody the principles of servant leadership and provide resources to increase psychological empowerment among nurses.

Fiorini, L. A., Houdmont, J., & Griffiths, A. (2022). Nurses' perceived work performance and health during presenteeism: Cross-sectional associations with personal and organisational factors. *Journal of Nursing Management*, 30(5), O37-O45. doi:<https://doi.org/10.1111/jonm.13065>

Aim To determine personal and organisational factors associated with work performance and illness outcomes during presenteeism in a cohort of nurses. **Background** Presenteeism is prevalent in nursing populations. It is known to be associated with impaired health and performance loss. Knowledge about the factors associated with presenteeism may help foster better health and performance in this group. **Methods** A survey (N = 270) was conducted in a population of nurses working with older adults. Hierarchical multiple regression was used to explore factors associated with performance loss and illness outcomes during presenteeism. **Results** Work performance and illness outcomes were often reported as poor during presenteeism. Less negative illness perceptions and work engagement were associated with better work performance and illness outcomes. Older age and manager support were also associated with better work performance. Non-organisational causes of illness were associated with better illness outcomes. **Conclusion** Performance levels and illness outcomes during presenteeism are associated with a combination of illness-related, individual, attitudinal and organisational factors. **Implications for nursing management** Fostering engagement, support, good relationships and a hazard-free environment may improve performance and health during presenteeism.

Dobrowolska, B., Whelan, J., & Timmins, F. (2022). Managing holistic nursing practice: The need for spiritual care competence in health care practice. *Journal of Nursing Management*, 30(5), 1083-1086. doi:<https://doi.org/10.1111/jonm.13538>

Bahar Dündar Kavaklı, & Yildirim, N. (2022). The relationship between workplace incivility and turnover intention in nurses: A cross-sectional study. *Journal of Nursing Management*, 30(5), 1235-1242. doi:<https://doi.org/10.1111/jonm.13594>

Aim The aim of this study was to examine the relationship between workplace incivility and the turnover intention in nurses. **Background** Studies assessing the association between nurses' turnover intention and workplace incivility are limited. **Methods** The research was carried out on a total of 250 nurses working in three private hospitals in Antalya, Turkey. The data were collected using a Demographic Questionnaire, the Workplace Incivility Scale and the Turnover Intention Scale. **Results** The mean workplace incivility scores of the nurses were determined to be 6.68 ± 7.96 . The mean turnover intention scores of the nurses were 6.38 ± 3.44 . A statistically significant positive

relationship was found between workplace incivility scores and turnover intention scores ($r=0.632$, $p=0.0001$). The linear regression model showed that workplace incivility, working in the emergency or intensive care unit, and dissatisfaction with the current institution were independent factors of turnover intention. **Conclusions** The results of the study demonstrated a significant relationship between workplace incivility and turnover intention in nurses. Nurses who are less exposed to workplace incivility were seen to have a lower turnover intention. **Implications for Nursing Management** Simple measures that organisations may take to reduce workplace incivility may increase nurses' workplace satisfaction, reduce turnover intention and enable them to work more efficiently. It would be useful for nursing managers to lead initiatives in institutions to reduce workplace incivility and improve the culture of civility.

Karsikas, E., Meriläinen, M., Anna-Maria Tuomikoski, Koivunen, K., Jarva, E., Mikkonen, K., . . . Kanste, O. (2022). Health care managers' competence in knowledge management: A scoping review. *Journal of Nursing Management*, 30(5), 1168-1187. doi:<https://doi.org/10.1111/jonm.13626>

Aim To identify current evidence on health care managers' competence in knowledge management. **Background** Although successful knowledge management improves the quality of care and performance of health care organisations, there is limited evidence on health care managers' competence in knowledge management. **Evaluation** A scoping review was conducted by including original published and unpublished studies (qualitative, quantitative, and experimental) and review designs in English, Finnish, or Swedish. The studies were retrieved from six databases (CINAHL, ProQuest, PubMed, Scopus, Mednar, and Finnish database Medic) in November 2020 and then complemented in January 2022. Narrative synthesis was used to synthesize data. **Key issues** A total of 21 articles was included in the review. The main themes of managers' competence in knowledge management presented in these were system management, professional development, and leadership behaviour and attitude. No valid and reliable instruments were described in the included studies. **Conclusion** At present, there is a limited understanding of health care managers' competence in knowledge management. A comprehensive understanding of this topic can provide a direction for future research. **Implications for Nursing Management** The results can be utilized in the assessment and development of managers' competence in knowledge management, as well as the formulation of education and in-service training for health care managers.

Endacott, R., Pattison, N., Dall'Ora, C., Griffiths, P., Richardson, A., & Pearce, S. (2022). The organisation of nurse staffing in intensive care units: A qualitative study. *Journal of Nursing Management*, 30(5), 1283-1294. doi:<https://doi.org/10.1111/jonm.13611>

Aims To examine the organisation of the nursing workforce in intensive care units and identify factors that influence how the workforce operates. **Background** Pre-pandemic UK survey data show that up to 60% of intensive care units did not meet locally agreed staffing numbers and 40% of ICUs were closing beds at least once a week because of workforce shortages, specifically nursing. Nurse staffing in intensive care is based on the assumption that sicker patients need more nursing resource than those recovering from critical illness. These standards are based on historical working, and expert professional consensus, deemed the weakest form of evidence. **Methods** Focus groups with intensive care health care professionals ($n=52$ participants) and individual interviews with critical care network leads and policy leads ($n=14$ participants) in England between December 2019 and July 2020. Data were analysed using framework analysis. **Findings** Three themes were identified: the constraining or enabling nature of intensive care and hospital structures; whole team processes to mitigate nurse staffing shortfalls; and the impact of nurse staffing on patient, staff and intensive care flow outcomes. Staff made decisions about staffing throughout a shift and were influenced by a combination of factors illuminated in the three themes. **Conclusions** Whilst nurse:patient ratios were clearly used to set the nursing establishment, it was clear that rostering and allocation/re-allocation during a shift took into account many other factors, such as patient and family nursing needs, staff well-being, intensive care layout and the experience, and availability, of other members of the multi-professional team. This has important implications for future planning for intensive care nurse staffing and highlights important factors to be accounted for in future research studies. **Implications for Nursing Management** In order to safeguard patient and staff safety, factors such as the ICU layout need to be considered in staffing decisions and the local business case for nurse staffing needs to reflect these factors. Patient safety in intensive care may not be best served by a blanket 'ratio' approach to nurse staffing, intended to apply uniformly across health services.

Çelik, S. Ş., Azize Atli Özbaş, Mustafa Sabri Kovancı, Savaş, H., & Çelik, Y. (2022). Experience and views of nurses on nursing services and personal protective equipment in Covid-19 pandemic the case of turkey: A cross-sectional study. *Journal of Nursing Management*, 30(5), 1136-1146. doi:<https://doi.org/10.1111/jonm.13625>

BackgroundDuring the COVID-19 pandemic, there were difficulties in planning the nursing workforce and personal protective equipment.**Aim**The purpose of this study was to identify the experiences and views of nurses on personal protective equipment use and nursing workforce planning in Turkey.**Methods**This descriptive and cross-sectional study was conducted between 23 December 2020 and 3 May 2021, among 362 nurses who agreed to participate in this study voluntarily.**Results**The findings showed that the satisfaction scores were significantly higher for those nurses who worked in 8-h shifts, were not assigned to different clinics, were notified by an official letter and 1 week or month in advance before assignment compared with nurses in other categories.**Conclusions**The problems that have arisen in the COVID-19 pandemic process have made it clear that there is a need for a nursing services management model in the event of an epidemic.**Implications for Nursing Management**This study reveals the need for the 'Nursing Services Management Model in the Event of an Epidemic' by discussing the problems of nurse workforce planning and protective personal equipment management from the perspective of nurses who experienced these problems at first hand.

Salvador, J. T., Alqahtani, F. M., Sauce, B. R. J., Alvarez, M. O. C., Rosario, A. B., Reyes, L. D., . . . Schonewille, M. A. P. (2022). Development of student survey on writing nursing care plan: An exploratory sequential mixed-methods study. *Journal of Nursing Management*, 30(5), O23-O36. doi:<https://doi.org/10.1111/jonm.12996>

AimTo come up with a newly developed survey tool that will measure the students' level of quality in writing nursing care plans (NCPs).**Background**Exploring various challenges of students in writing NCP would enlighten educators to design innovative strategies on how to mitigate gaps between nursing education and practice.**Methods**This study utilized an exploratory sequential mixed-methods design in three stages. In phase 1, qualitative semi-structured interviews of 22 students were conducted, and the data were analysed using the Colaizzi method. In phase 2, qualitative results were transformed into survey components, constructs and items, and the data were developed into a new survey tool based on the nursing process system (NPS) model. In phase 3, a quantitative cross-sectional survey of 195 nursing students was conducted to measure their level of quality in writing NCP, and the data were analysed using descriptive statistics of the SPSS software.**Results**In the first (qualitative) phase, five themes emerged from various challenges of nursing students in writing care plans: (a) data gathering; (b) identifying clients' problems; (c) formulating sustainable goals; (d) providing appropriate interventions; and (5) recognizing client's outcomes. In the second phase, a valid and reliable tool called the Student Survey on Writing Nursing Care Plan (SSW-NCP) was developed and tested. Lastly, in the third (quantitative) phase, the nursing students have shown a 'very good' level of quality in writing NCP.**Conclusion**Determining students' level of quality in writing NCP would come up with comprehensive ways of improving student competencies in patient care management.**Implications for Nursing Management**The survey tool that is formulated from the study will provide relevant information for nurse educators and managers in managing students' and registered nurses' capabilities in writing an excellent care plan.

Kim, J., Jai-Yon Lee, & Lee, E. (2022). Risk factors for newly acquired pressure ulcer and the impact of nurse staffing on pressure ulcer incidence. *Journal of Nursing Management*, 30(5), O1-O9. doi:<https://doi.org/10.1111/jonm.12928>

AimTo analyse patient factors and nurse staffing-related issues involving hospital-acquired pressure ulcers in patients at two types of hospital.**Background**Hospital-acquired pressure ulcers are important for the safety of hospitalized patients. Hospital-acquired pressure ulcers not only cause health problems, but also pose an economic burden to patients. In addition to patient factors such as mobility and skin integrity, hospital factors such as nurse staffing can also affect the management of such patients.**Methods**This study is a retrospective review of patient data and analysis of factors related to hospital-acquired pressure ulcers using stratified Cox proportional hazards regression.**Results**A total of 53,923 patients were included. The incidence of hospital-acquired pressure ulcers was 0.98 per 1,000 days. Hospital-acquired pressure ulcers were affected by gender, age, previous falls, low oxygen levels, positioning and toilet use. When the levels of nurse staffing were determined as one of the hospital factors,

the daily hours of patient care was increased thereby contributing to the reduced incidents of hospital-acquired pressure ulcers. Conclusion Strategies for preventing hospital-acquired pressure ulcers should be based on the analysis of risk factors. Implications for Nursing Management Most individual risk factors for hospital-acquired pressure ulcers identified cannot be modified easily in a short time. Nurse staffing should be set at adequate levels to prevent hospital-acquired pressure ulcers.

Fidel López-Espuela, Beatriz Rodríguez-Martin, Jesús Lavado García, Rosaura Toribio-Felipe, Francisco Javier Amarilla-Donoso, Rodríguez Almagro, J. J., . . . José María Moran-García. (2022). Experiences and mediating factors in nurses' responses to electronic device alarms: A phenomenological study. *Journal of Nursing Management*, 30(5), 1303-1316. doi:<https://doi.org/10.1111/jonm.13614>

Aim This study aims to explore the experiences and mediating factors of nurses' responses to electronic device alarms in critical care units (CCUs). **Background** Alarm fatigue occasionally has adverse consequences for patient safety. **Methods** This qualitative study was designed and analysed following Giorgi's descriptive phenomenological approach. Seventeen nurses were theoretically sampled, reaching information saturation. Semistructured interviews were used to collect the data. **Results** Three central themes explained nurses' experiences: general perceptions about alarms (basic equipment of the CCU), strategies to reduce false alarms (training in the configuration of monitors, customization of the alarms to fit the patient's condition, teamwork and taking advantage of the development of technology) and key elements of the response to alarms (information about patient's condition, nurses' clinical experience, type of CCU, 'cry-wolf' phenomenon and nurse/patient ratio). **Conclusions** To reduce false alarms, nurses need further postgraduate training, training on monitors and customizing alarms to fit the patient's health status. The complex process of deciding to respond to an alarm includes environmental, professional variables and patient status. **Implications for Nursing Management** Nurse managers should ensure that nurses have sufficient experience and training in the CCU, improve the nurse/patient ratio, promote teamwork and ensure that the devices are the latest generation.

Yu-Fang Guo, Wang, Y., Plummer, V., Cross, W., Lam, L., & Ke-fang Wang. (2022). Associations between perceived overqualification, organisational commitment and work passion of nurses: A multicentre cross-sectional study. *Journal of Nursing Management*, 30(5), 1273-1282. doi:<https://doi.org/10.1111/jonm.13610>

Aim To investigate the associations between perceived overqualification, organisational commitment and work passion of nurses. **Background** Few studies have considered the effects of perceived overqualification and organisational commitment on work passion of nurses, especially in developing countries. **Methods** This is a multicentre cross-sectional study. A total of 4511 nurses from eight tertiary hospitals were recruited. The Scale of Perceived OverQualification (SPOQ), the Organizational Commitment Scale (OCS) and the Work Passion Scale (WPS) were used to collect the data. Hierarchical multiple regression were employed. **Results** Perceived overqualification and organisational commitment were the main predictors for both harmonious and obsessive passions (each $p < .001$). The unique effect of organisational commitment ($\beta_{\text{harmonious}} = .608$, $\beta_{\text{obsessive}} = .556$) on work passion were six to eight times larger than these of perceived overqualification ($\beta_{\text{harmonious}} = -.079$, $\beta_{\text{obsessive}} = .085$). **Conclusion** Our findings indicate that high perceived overqualification clearly reduces nurses' harmonious passion and increases their obsessive passion, whereas high organisational commitment significantly promotes nurses' harmonious and obsessive passions. **Implications for nursing management** Nurse managers should distinguish the different effects of perceived overqualification and organisational commitment on work passion. Effective intervention should be developed to release nurses' potential abilities and improve their organisational commitment and work passion. Chinese Clinical Trial Registry: ChiCTR2100047974.

Manlangit, A. T., Fritz Gerald, V. J., & Ridulme, Q. R. (2022). Cultural competence and decision-making of nurse leaders in a university hospital in Saudi Arabia: A descriptive correlational study. *Journal of Nursing Management*, 30(5), 1215-1224. doi:<https://doi.org/10.1111/jonm.13631>

Aims The aim of this study is to determine the quality of decision-making and cultural competence in terms of cultural competence behaviour and cultural awareness and sensitivity of nurse leaders. Furthermore, this study explores the

relationships between selected demographic profiles, cultural awareness and sensitivity, cultural competence behaviour and quality of decision-making. Background Diversity contributes to varying beliefs and practices in the workplace. Leaders with cultural competence, awareness and sensitivity can evaluate alternatives for the decision-making process and develop effective strategies to implement decisions. Methods A descriptive correlational design was utilized. The respondents (n=122) completed the Cultural Competence Assessment instrument and Decision Making Quality Scale questionnaire. Results Cultural awareness and sensitivity are significantly related to the Middle Eastern race. Furthermore, cultural competence behaviour is significantly related to years of experience in Saudi Arabia and leadership positions. Quality of decision-making is significantly related to years of experience in Saudi Arabia. Cultural awareness, sensitivity and cultural competence behaviour are significantly related to the quality of decision-making. Conclusions Culturally aware, sensitive and competent nurse leaders are more likely to adhere to the quality decision-making criteria. Implications for Nursing Management Promoting training and continuing education for nurse leaders are crucial to ensure they possess the right cultural knowledge and skills.

María J Pumar-Méndez, Olga Lopez-Dicastillo, Hernantes, N., Andrea Iriarte-Roteta, Belintxon, M., Antonio García-Iriarte, & Mujika, A. (2022). Development of a taxonomy of activities in health prevention and promotion for primary care. *Journal of Nursing Management*, 30(5), O10-O22. doi:<https://doi.org/10.1111/jonm.12980>

Aim To develop a taxonomy of activities in health prevention and promotion for primary care. Background Despite health promotion being considered a keystone for population health and health care sustainability, its implementation remains insufficient. Customized evaluation tools are needed to address prevention and promotion omissions in primary care. Method A taxonomy was designed using documentary analysis. Documents describing frontline primary care professionals' health prevention and promotion activities or omissions were identified and analysed using framework analysis. Results The 'Taxonomy of Activities in Health Prevention and Promotion for Primary Care' (TaxoPromo) includes 43 activities grouped into eight categories: planification, situational analysis, capacity building, development of awareness/public opinion, advocacy, development of networks, development of partnerships and intervention strategies. Conclusion By contrasting the usual practices with the activities collected in the TaxoPromo, opportunities for improvement can be unveiled. Implications for Nursing Management The TaxoPromo can be used at organisational and system levels to identify actions to integrate health prevention and promotion activities into a systematic, data-driven process; design implementation plans and tailor-made strategies for capacity building; enable benchmarking; and address omissions. The TaxoPromo can serve as a catalyst tool for the clarification and expansion of the nursing role in health prevention and promotion.

Argent, J., Lenthall, S., Hines, S., & Rissel, C. (2022). Perceptions of Australian remote area nurses about why they stay or leave: A qualitative study. *Journal of Nursing Management*, 30(5), 1243-1251. doi:<https://doi.org/10.1111/jonm.13603>

Aim The aim of this study was to examine the perspectives of experienced Australian remote area nurses about remote nursing staff retention strategies. Background There is low retention of remote area nurses in remote Australia. Retention of remote area nurses can be improved by a supportive environment including good management, professional development and supervision. Method This is a qualitative study using in-depth interviews with seven registered nurses with a minimum of 3 years remote area nursing experience. Participants were interviewed by phone, with the interviews audio-recorded then transcribed and analysed thematically. Results Participants had on average 12 years of experience as a remote area nurse. They valued teamwork, effective and flexible management practices and the ability to maintain their own cultural and social connectedness. A flexible service model with regular short breaks, filled by returning agency nurses to enable continuity of care and cultural connections, was seen as a viable approach. Conclusion Flexible management practices that encourage short breaks for remote area nurses may increase retention. This would need to occur within a supportive management framework. Implications for Nursing Management Management strategies that reduce isolation from personal and social networks can increase the retention of skilled remote area nurses.

Jin, M., Zhang, Y., Wang, F., Huang, J., Feng, F., Gong, S., . . . Wang, J. (2022). A cross sectional study of the impact of psychological capital on organisational citizenship behaviour among nurses: Mediating effect of work

engagement. *Journal of Nursing Management*, 30(5), 1263-1272. doi:<https://doi.org/10.1111/jonm.13609>

AimsTo examine relationships between psychological capital, work engagement and organisational citizenship behaviour among nurses.
BackgroundPsychological capital, work engagement and organisational citizenship behaviour are all positive variables associated with work. Clarifying the relationship between the variables can help nursing managers implement tailored and effective intervention strategies to improve individual and organisational performance and quality of care.
DesignA quantitative cross-sectional study was designed.
MethodsThe study was carried out from June 2021 to September 2021 in Sichuan Province, China. A total of 606 nurses working at six tertiary hospitals were selected with convenience sampling. Participants were investigated using demographic, work-related information questionnaire, Psychological Capital Questionnaire, Utrecht Work Engagement Scale and Organizational Citizenship Behavior Questionnaire.
ResultsThe scores of psychological capital, work engagement and organisational citizenship behaviour were 102.56 ± 15.47 , 67.96 ± 21.71 and 101.57 ± 11.57 , respectively. The multiple linear regression model explained 7.3% of the total variance in organisational citizenship behaviour related to demographic and work-related factors. There was a significant positive correlation between psychological capital, work engagement and nurses' organisational citizenship behaviour. Additionally, structural equation modeling showed that work engagement mediated the relationship between psychological capital and organisational citizenship behaviour with the partial mediating effect of 0.093. The final model explained 28% of organisational citizenship behaviour.
ConclusionOur results suggest that both psychological capital and work engagement are facilitators for organisational citizenship behaviour in nurses. Managers can increase nurses' organisational citizenship behaviour through developing psychological capital and improving the work engagement.
Implications for nursing managementThis study indicates that both psychological capital and work engagement are protective factors of organisational citizenship behaviour, which provide proof for optimizing human resources management from a positive psychology perspective. Our finding can help managers correctly understand the mechanism of the relationship among work engagement, psychological capital and organisational citizenship behaviour and adopt effective intervention strategies to promote nurses' organisational citizenship behaviour.

Feng, M., Liu, Q., Hao, J., Luo, D., Bing, X. Y., Yu, S., & Chen, J. (2022). Emergency care nurses' perceived self-competence in palliative care and its predictors: A cross-sectional study. *Journal of Nursing Management*, 30(5), 1225-1234. doi:<https://doi.org/10.1111/jonm.13582>

AimThe aim of this study is to describe the prevalence of perceived self-competence in palliative care among emergency care nurses and explore its predictors.
BackgroundEmergency care nurses have a responsibility to develop palliative care competence to enhance the quality of life of dying patients and their families in the emergency department.
MethodsWith a convenience sample, a cross-sectional study was conducted among 415 emergency care nurses from 22 hospitals in China. Descriptive analysis, Spearman correlation analysis and multivariate linear stepwise regression were performed.
ResultsVariables including marital status (single), emergency department not implementing palliative care, no palliative care training and true cooperation dimension were selected as independent predictors and explained 19.9% of variation in the regression model.
ConclusionsInterventions to improve healthy work environments, offering palliative care training, advocating for policies in palliative care and offering support to unmarried nurses can advance nurses' palliative care competence.
Implications for nursing managementThis is the first study of emergency care nurses in China aimed at identifying predictors associated with palliative care self-competence. It is significant in that palliative care training and a cooperative work environment are required to encourage the development of palliative care.

Niu, A., Li, P., Duan, P., Ding, L., Xu, S., Yang, Y., . . . Luo, Y. (2022). Professional quality of life in nurses on the frontline against COVID-19. *Journal of Nursing Management*, 30(5), 1115-1124. doi:<https://doi.org/10.1111/jonm.13620>

AimsThis study aimed to investigate professional quality of life (ProQOL) in nurses who were fighting against COVID-19 in Wuhan and its related factors.
BackgroundCOVID-19 epidemic is a major threat to public health. Frontline nurses have engaged in infection prevention and control, isolation, containment and public health. However, available data on ProQOL in these nurses are limited.
MethodsFrom 15 to 21 March 2020, the Chinese

version of ProQOL was utilized to survey a total of 102 nurses through an electronic questionnaire. The stepwise regression analysis was performed to determine which factors (e.g. demographic and work-related factors) were related to ProQOL. Results The scores of compassion satisfaction (CS), burnout (BO) and secondary traumatic stress (STS) were 38.09 ± 5.22 , 21.77 ± 4.92 and 20.75 ± 6.27 , respectively. The STS and CS scores were higher than the critical value. None of the nurses reported a low level of CS or a high level of BO and STS. Nurses' ProQOL was related to working hours, workload, job satisfaction and salary satisfaction. Conclusions Nurses who were fighting against COVID-19 had better CS and BO, whereas STS was relatively worse. Nurses who worked for long hours had more severe STS. BO of nurses with heavy workload and dissatisfaction with their salary was more severe. Nurses who were unsatisfied with their job had poor CS. Implications for Nursing Management It is believed that these results may help nurse managers to improve ProQOL of nurses who were fighting against COVID-19 by minimizing working hours, reducing workload and improving job satisfaction and rewards.

Jin, J., Siegrist, K., & Weinshenker, D. (2022). Evaluation of nurses' experiences with digital storytelling workshop: New way to engage, connect, and empower. *Journal of Nursing Management*, 30(5), 1317-1323.
doi:<https://doi.org/10.1111/jonm.13619>

Aim The aim of this work is to evaluate nurses' experiences, barriers, and facilitators in participating in digital storytelling workshops. Background Nurses face ever-increasing demands and work time spent in isolation, leading to burnout. Storytelling—narrative skills of listening and creativity—may encourage meaningful connections with others, especially during the COVID-19 pandemic. However, evaluation of the user experiences of storytelling among nurses has been limited. Method The methods used are semistructured individual interviews with 13 nurses from a public health nursing organization who participated in a 3-day digital storytelling workshop in 2019. The interviews were audio-recorded, transcribed verbatim, and thematically analysed using NVivo12. Results All participants were women and half were white. Healing, human connection, and nursing pedagogy were the three main themes. Participants highlighted the organizational support in providing a safe and dedicated “space” for nurses' well-being. They also expressed desire and willingness to participate in additional workshops outside of work hours. Conclusion Further studies using a larger sample are needed to examine the scalability and efficacy of storytelling at work. Implications for Nursing Management Nurses rated storytelling positively and suggested a brief version to be incorporated into nursing practice. Establishing the culture of organizational support and psychological safety was identified as the necessary antecedents.

Wang, Y., Gu, Y., & Yu, H. (2022). Correlation between patients' power distance and their willingness to participate in patients' safety: A cross-sectional study. *Journal of Nursing Management*, 30(5), 1345-1354.
doi:<https://doi.org/10.1111/jonm.13601>

Aims This study aimed to explore the correlation between patient power distance and their willingness to participate in patient safety. Background The positive significance of patient participation in patient safety has been widely recognized worldwide, but in clinical practice, patients' willingness to participate is uneven and lack of initiative. Methods This study is a cross-sectional survey of hospitalized patients (n=660) from six tertiary hospitals in Shanghai. Pearson's correlation analysis analyzed data. Results Patients have a higher power distance (4.08 ± 0.59). The willingness of patients to participate in patient safety was moderate (3.50 ± 1.03). Pearson's correlation analysis shows that patients' power distance negatively and slightly affected their willingness of participation ($r = -.134$, $p .05$). The emotional communication dimension of patients' power distance negatively affects patients' disease-related willingness ($r = -.077$, $p < .001$). The decision-making participation dimension of patients' power distance negatively affects patients' willingness ($R = -.201$, $p < .001$). Conclusions Medical staff should focus on patients' power distance in medical activities. In addition, appropriate communication methods should be selected according to patients' power distance, so as to help them improve their willingness of participation. Implications for Nursing Management Nurse managers should educate nurses on the knowledge of power distance and its importance. By evaluating patients' power distance, humanistic care and meticulous communication are implemented to encourage patients to actively participate in patient safety.

Menkin, D., Tice, D., & Flores, D. (2022). Implementing inclusive strategies to deliver high-quality LGBTQ+ care in health care systems. *Journal of Nursing Management*, 30(5), O46-O51. doi:<https://doi.org/10.1111/jonm.13142>

AimThere is a growing recognition of the need to provide inclusive care for LGBTQ+ individuals. Our aim is to provide guidance for nurse managers contemplating similar inclusive changes in their workplace. The role of nurse managers as change agents is discussed based on our experience transforming a traditional suburban health care system to one that is now more LGBTQ+ inclusive.
BackgroundLGBTQ+ individuals require and deserve high-quality care. Nurse managers can serve as patient advocates by recognizing their capacity to initiate and sustain changes in care settings.
MethodsFrom our reflective nursing practice, we detail essential components that enabled an incorporation of LGBTQ+ inclusive care practices. To undertake structural changes, we highlight the significance of organisational buy-in, customer service and engagement, changes to physical environment, forms and data collection, initiating staff training and a review of health system policies.
ResultsSystemic change in health care is daunting but is achievable. With support from key stakeholders, nurse managers should be capable of initiating organisational changes that would benefit a patient population in receiving optimal care.
Implications for Nursing ManagementNurse managers are in optimum positions to initiate practice changes for inclusive LGBTQ+ health care. This commentary can serve as a template for meaningful organisational changes.

Olga Maria Pimenta, L. R., Letícia de, L. T., Cintia, S. F., Soraia Cristina de, A. P., Paulo João Figueiredo, C. T., Carla Gomes, d. R., . . . Clemente, N. S. (2022). Impact of COVID-19 on professional nursing practice environments and patient safety culture. *Journal of Nursing Management*, 30(5), 1105-1114. doi:<https://doi.org/10.1111/jonm.13617>

AimTo analyse the impact of COVID-19 on professional nursing practice environments and patient safety culture.
BackgroundThe relationship between work environments and patient safety has been internationally recognized. In 2020, the pandemic imposed enormous challenges, yet the impact on these variables remains unknown.
MethodThis is a quantitative observational study, conducted in a Portuguese hospital, with 403 registered nurses. A self-completion questionnaire was used.
ResultsThe impact on the Structure and Outcome components of nursing professional practice environments was positive. Although the Process component remained favourable to quality of care, a negative trend was confirmed in almost all dimensions. The results regarding safety culture showed weaknesses; 'teamwork within units' was the only dimension that maintained a positive culture.
ConclusionPositive responses regarding patient safety were significantly associated with the quality of the nursing professional practice environment. The need to invest in all dimensions of safety culture emerges to promote positive professional environments.
Implications for nursing managementImproving professional nursing practice environments can be achieved through managers' investment in the participation and involvement of nurses in the policies and functioning of institutions, as well as promoting an open, fair and participatory safety culture that encourages reporting events and provides adequate support for professionals.

Kuraoka, Y. (2022). Effects of a learning programme for nurse managers to connect their experience: A quasi-experimental study. *Journal of Nursing Management*, 30(5), 1188-1195. doi:<https://doi.org/10.1111/jonm.13604>

AimThe present study aimed to examine the effects of a learning programme for nurse managers on connecting learning with their own experiences and fostering competence.
BackgroundIn Japan, second-level programmes for certified nurse administrators represent the main opportunity for formal training for nurse managers. However, it is difficult for nurse managers to transfer second-level programme learning to their workplace.
MethodsThis quasi-experimental study used a two-group pretest–posttest design with purposive sampling and non-random assignment of 29 consenting Japanese nurse managers who were participating in a second-level programme through a prefectural nursing association. The programme provided reflection papers and feedback from a researcher, as well as reflective group sessions. The outcome measure was the Japanese First-Line Nurse Managers Competence Inventory (JNMCI) score.
ResultsThe intervention group showed significant improvement in JNMCI scores after participating in the programme. A significant difference in JNMCI scores was also observed between the intervention and comparison groups.
ConclusionThis learning programme led to improved competency among nurse managers.
Implications for Nursing ManagementNurse manager development programmes should include reflection

papers and feedback, as well as reflective group sessions, to improve competency among nurse managers.

Melnikov, S., Fridman, S., Aboav, A., Moore, F., & Cohen, Y. (2022). Factors affecting the professional functioning of health care workers during the COVID-19 pandemic: A cross-sectional study. *Journal of Nursing Management*, 30(5), 1157-1167. doi:<https://doi.org/10.1111/jonm.13629>

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