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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 | 181614* |

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

# Intensive care nurses' knowledge and use of a nursing checklist: A cross-sectional survey

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## ABSTRACT (ENGLISH)

### Aim

This descriptive study was conducted to determine the awareness of nurses working in intensive care units about the daily patient checklist.

### Background

Checklists are used in the daily follow-up and evaluation of patients admitted to the intensive care unit.

### Method

The research was carried out with 180 nurses through the social media account of the Turkish Intensive Care Specialists Association Nurse Commission between July 2021 and March 2022. Data were collected with a descriptive information form and intensive care unit daily patient checklist. Necessary permissions were obtained before the study.

### Results

Among nurses, 45.0% of them got 15 full points from the Checklist. Moreover, 81.1% of the nurses stated that they knew that a checklist should be used to help eliminate the deficiencies of daily care and treatment in the intensive care unit, while 66.7% stated that they used a checklist. It was determined that nurses knew the most about parameters 'Check the daily infection parameters', 'Glycaemic control', 'Therapy', and the least about parameters 'Thromboprophylaxis', 'Ulcer prevention', 'Hypo-hyper delirium' and 'Use a daily checklist'.

### Conclusion

It was determined that the level of awareness of intensive care unit nurses about some parameters that should be followed daily for patient care was low.

### Implications for Nursing Management

Checklists can be used as a guide for health care professionals in the routine daily evaluation of intensive care unit patients. It is thought that these reminder abbreviations will provide efficiency in preventing the disruption of applications, reducing medical errors, reducing mortality and morbidity, and cost.

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# Cognition and practice on transitional care during the transfer from intensive care unit to a general ward among health care professionals: A qualitative study

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## ABSTRACT (ENGLISH)

### Aim

The aim of this study is to explore the cognition and practice on transitional care during the transfer from intensive care unit to a general ward among health care professionals in China.

### Background

Due to the significant differences in the medical and humanistic environment at home and abroad, the safety of patients during the transmission from intensive care unit to the general ward is often ignored when their conditions become stable. There are few qualitative studies on the cognition and practice on transitional care during the transfer from intensive care unit to the ward among health care professionals in China.

### Methods

With a qualitative research design, 20 medical and nursing staff in the neurosurgery intensive care unit and ward were interviewed from May 2021 to August 2021. NVivo 11.0 software was utilized for Colaizzi's (1978) method of data analysis.

### Results

Based on data analysis, perceptions of transitional care, the influencing factors for transitional care and the recommendations for improving transitional care were obtained.

### Conclusion

To ensure the continuity of care and improve patient safety during the period from intensive care unit to a general ward in China, we should clarify the expectation for the content of intensive care unit transitional care services, establish the transitional nursing team, guide nursing work, standardize the handover mode and process from intensive care unit to the general ward, promote the communication and coordination of health care professionals and improve the transitional nursing security system from the perspective of institutional level.

### Implications for Nursing Management

This study can be used as a guide to help health care professionals provide a reference for the comprehensive development of transitional care services and the formulation of targeted intervention measures during the transfer from intensive care unit to a general ward in China.

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# Critical role of information and communication technology in nursing during the COVID-19 pandemic: A qualitative study



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## ABSTRACT (ENGLISH)

### Aim

To examine the need for information and communication technology (ICT)-based nursing care in improving patient management during the pandemic.

### Background

Maintaining traditional approaches to nursing in the ongoing coronavirus disease (COVID-19) pandemic predisposes health care systems to a risk of diminished quality of care. Using ICT (real-time videoconferencing, mobile robots and artificial intelligence) could reduce burnout and infection risks by minimizing face-to-face contact.

### Method

Qualitative descriptive design with content analysis.

### Results

Overall, 24 participants (14 nurses, six medical/nursing informatics experts and four technology experts) were interviewed. Three main themes were extracted: emerging challenges for nurses due to COVID-19, impact of new technology on patient and nurse experiences and concerns with implementation of technology.

### Conclusion

A significant portion of nurses' work was unrelated to professional nursing, causing burnout. ICT could help reduce nurses' burden by facilitating environmental management and non-contact communication and providing emotional support for patients.

### Implications for Nursing Management

Establishing an ICT-based nursing care system that considers the physical environment and communication infrastructure of health care institutions, user's digital health literacy and user safety to effectively manage non-nursing care-related activities and undertake tasks that can be delegated may improve the quality of care for quarantined patients and reduce risk of cross-infection.

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# Leaders' innovation expectation and nurses' innovation behaviour in conjunction with artificial intelligence: The chain mediation of job control and creative self-efficacy

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## ABSTRACT (ENGLISH)

### Aim

The aim of this work is to investigate the influence of leaders' innovation expectation on nurses' innovation behaviour in conjunction with artificial intelligence, as well as explore the chain mediating effect of job control and creative self-efficacy between leaders' innovation expectation and nurses' innovation behaviour.

### Background

The nurses' innovation behaviour is crucial in promoting medical artificial intelligence. Thus, clarifying the influencing factors of nurses' innovation behaviour has become a priority.

### Methods

A cross-sectional survey was conducted with 263 Chinese nurses from tertiary hospitals and secondary hospitals in Hefei, Anhui province.

### Results

Leaders' innovation expectation was positively related to nurses' innovation behaviour. Creative self-efficacy and job control respectively mediated the relationship between leaders' innovation expectation and nurses' innovation behaviour. Furthermore, creative self-efficacy and job control played a chain mediation role between leaders' innovation expectation and nurses' innovation behaviour.

### Conclusion

Leaders' innovation expectation helps to enhance nurses' creative self-efficacy and job control, thereby enhancing nurses' enthusiasm for innovation.

### Implications for Nursing Management

Hospital managers and leaders formulate intervention measures to increase leaders' innovation expectation, nurses' creative self-efficacy and job control, and encourage nurses' innovation behaviour.

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# Artificial intelligence based prediction models for individuals at risk of multiple diabetic complications: A systematic review of the literature

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## ABSTRACT (ENGLISH)

### Aim

The aim of this review is to examine the effectiveness of artificial intelligence in predicting multimorbid diabetes-

related complications.

### **Background**

In diabetic patients, several complications are often present, which have a significant impact on the quality of life; therefore, it is crucial to predict the level of risk for diabetes and its complications.

### **Evaluation**

International databases PubMed, CINAHL, MEDLINE and Scopus were searched using the terms artificial intelligence, diabetes mellitus and prediction of complications to identify studies on the effectiveness of artificial intelligence for predicting multimorbid diabetes-related complications. The results were organized by outcomes to allow more efficient comparison.

### **Key issues**

Based on the inclusion/exclusion criteria, 11 articles were included in the final analysis. The most frequently predicted complications were diabetic neuropathy ( $n=7$ ). Authors included from two to a maximum of 14 complications. The most commonly used prediction models were penalized regression, random forest and Naïve Bayes model neural network.

### **Conclusion**

The use of artificial intelligence can predict the risks of diabetes complications with greater precision based on available multidimensional datasets and provides an important tool for nurses working in preventive health care.

### **Implications for Nursing Management**

Using artificial intelligence contributes to a better quality of care, better autonomy of patients in diabetes management and reduction of complications, costs of medical care and mortality.

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# A qualitative study exploring the influence of a talent management initiative on registered nurses' retention intentions

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## **ABSTRACT (ENGLISH)**

### **Aim**

The aim of this study is to explore the influence of a talent management scheme in an English National Health Service (NHS) Trust on registered nurses' retention intentions.

### **Background**

The retention of nurses is a global challenge, and talent management initiatives can play a role in improving retention. Talent management in its broadest sense is a way in which an organization recruits and retains the workforce that it needs to optimize the services it delivers.

### **Methods**

In this qualitative study, eight in-depth semi-structured interviews were conducted with registered nurses who had participated in a talent management initiative, at an English acute NHS Trust. Data were collected in July 2019.

## Results

The talent management initiative influenced positive retention intentions. Retention of nurses was facilitated by the creation of networks and networking.

## Conclusion

Networks and networking can be viewed as a form of social capital, which was a facilitating factor for positive retention intentions for nurses.

## Implications for Nursing Management

Talent management initiatives for nurses should be developed and directed to include the building of networks and networking to enable development of social capital. Although this talent management scheme is within the NHS, the issue of nursing retention is global. Application of learning from this paper to other health care systems is possible.

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# Work readiness of newly graduated nurses transitioning to practice in Saudi Arabia: A cross-sectional study

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## ABSTRACT (ENGLISH)

### Aims

To explore work readiness among newly graduated nurses transitioning to practice in Saudi Arabia.

### Background

Many challenges encounter newly graduated nurses when transitioning to practice. Higher work readiness has been associated with smooth transitioning to practice. However, little is known about work readiness among newly graduated nurses in Saudi Arabia.

### Methods

Cross-sectional convenience sample of 174 participants.

### Results

The mean score in work readiness was 338.8 (SD=69.6). Weekly working hours correlated with organizational acumen ( $r=0.208$ ,  $p \leq 0.01$ ), social intelligence ( $r=0.217$ ,  $p \leq 0.01$ ), work competence ( $r=0.173$ ,  $p \leq 0.05$ ) and the number of weeks since the start of internship training ( $r=0.180$ ,  $p \leq 0.05$ ). There were significant mean differences in a) personal work characteristics based on the country ( $t=5.582$ ,  $p < 0.001$ ) and university from which they graduated ( $f=15.618$ ,  $p < 0.001$ ); b) organizational acumen based on having a second job ( $t=-2.18$ ,  $p = 0.03$ ), university from which they graduated ( $f=1.837$ ,  $p = 0.002$ ) and whether the hospital was the first-choice preference ( $t=-2.837$ ,  $p = 0.005$ ) and nursing was the first choice of study ( $t=-2.879$ ,  $p = 0.005$ ); and c) work competence

based on the university from which they graduated ( $f=5.267$ ,  $p = 0.006$ ).

### Conclusions

The findings showed the work readiness of newly graduated nurses in Saudi Arabia's context.

### Implications for Nursing Management

Findings have important implications for nurse managers to better design and implement a transition to practice programs for newly graduated nurses to improve their preparedness in their nursing careers.

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# The grounded theory of Coalescence of Perceptions, Practice and Power: An understanding of governance in midwifery practice

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## ABSTRACT (ENGLISH)

### Aims

This study aimed to understand midwifery care during labour, particularly decision-making processes, within Australian health systems.

### Background

Midwifery, founded on a wellness model of motherhood, is at risk of being medicalized. Whilst medical intervention is lifesaving, it requires judicious use. Governance provides oversight to care. Exploring decision-making contributes to understanding governance of practices.

### Method

Straussian grounded theory using semi-structured interviews. Eighteen Australian registered midwives were interviewed about their practice when caring for women during labour.

### Results

Midwives were caught between divergent positions; birth as natural versus birth as risk. Experienced midwives discussed focussing on the woman, yet less experienced were preoccupied with mandatory protocols like early warning tools. Practice was governed by midwives approach within context of labour. The final theory: The Coalescence of Perceptions, Practice and Power, comprising three categories: perceptions and behaviour, shifting practice and power within practice, emerged.

### Conclusions

Coalescence Theory elucidates how professional decision making by midwives during care provision is subject to power within practice, thereby governed by tensions, competing priorities and organizational mandates.

### Implications for Midwifery Managers

Midwifery managers are well positioned to negotiate the nuanced space that envelopes birthing processes, namely, expert knowledge, policy mandates and staffing capability and resources, for effective collaborative governance. In this way, managers sustain good governance.

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# Causal links behind why Australian midwifery care is missed

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## ABSTRACT (ENGLISH)

### Aims

The aim of this study is to reliably estimate why midwifery care is missed and to crystallize those factors that have causal links to it.

### Background

Studies involving the incidences and types of missed midwifery care are sparsely described. The rationales behind these deficits in care are even less well researched.

### Methods

A non-experimental, descriptive method using a Likert developed MISSCARE scale was used to measure consensus estimates made by Australian midwives. Data analysis was undertaken using both Rasch analysis and Structural Equation Modeling.

### Results

Midwives' rationales behind why Australian midwifery care is missed can be quantified based on consensus estimates of participating midwives and the variances in the total scores of how important each contributing factor was in accounting for why midwifery care was missed, can be both explained and predicted.

### Conclusions

Ten latent variables have significant predictor effects on why midwifery care was missed. These include insufficient human and physical care resources, increased work intensity and issues with workplace communication. These factors are further exacerbated by the midwives' teamwork satisfaction levels, work roster preferences and other midwife demographic variables. The age of midwife, their highest qualification achieved and where they obtained their midwifery credentials had no influence on their consensus estimates as to why midwifery care was missed.

### Implications for nursing management

While this study confines itself to the Australian midwifery context, outcomes are informative for an international midwifery management audience. While the setting of the midwifery practice (be it private or public hospitals) is not significant in predicting why midwifery care is missed, resource allocation for care of mothers and their babies remains instrumental, as a factor contributing to care omissions. Midwife demographic factors including age, type of midwifery qualification and where the credentials were obtained from exerted no influence as to why care was omitted. Midwifery recruitment should focus instead on re-dressing skills and skills mix shortages. Teamwork skills within the midwifery sector requires strengthening, as problems arising from workplace communication, coupled with decreased midwifery staffing numbers and increased work intensity, are strongly thought to be significant reason for missed care

# Factors influencing the transition and retention of mental health nurses during the initial years of practice: Scoping review

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## ABSTRACT (ENGLISH)

### Aim

This review aims to identify the factors influencing the transition and retention of mental health nurses during the initial years of practice, recognize gaps in the literature and propose evidence-based strategies.

### Background

Mental health is a challenging specialty; recruitment, transition and retention of mental health nurses are known issues of concern.

### Evaluation

The present study undertakes a scoping review to identify factors influencing the transition and retention of mental health nurses during the initial years of practice and the gaps in that research domain. A literature search was conducted using electronic databases. To gain an understanding of the topic of interest, the review of the literature extended from 2000 to 2022.

### Key issues

Existing evidence focuses on specific perspectives of transition. There is limited literature on factors influencing transition and retention among mental health nurses. Findings suggested that personal and professional factors could influence the transition and retention of mental health nurses during the initial years of practice. The main themes identified were personal attributes and professional factors with a number of subthemes.

### Conclusion

The scoping review identified only a few studies, which showed personal and professional factors related to the transition and retention of mental health nurses at the early stages of their career.

### Implications for nursing management

Potential benefits of effective transition and support with the understanding of factors influencing transition and retention of early career mental health nurses will enhance staff morale, sustainability of the workforce and better patient outcomes. Additionally, a few recommendations for nurse managers and leaders to improve transitional experiences and retention of early career nurses are highlighted.

# The changing role of patients, and nursing and medical professionals as a result of digitalization of health and heart failure care

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## ABSTRACT (ENGLISH)

### Aim

The aim of the study is to discuss the changing role of patients, nurses and doctors in an era of digital health and heart failure care.

### Background

With a growing demand for heart failure care and a shortage of health care professionals to meet it, digital technologies offer a potential solution to overcoming these challenges.

### Evaluation

In reviewing pertinent research evidence and drawing on our collective clinical and research experiences, including the co-design and development of an autonomous remote system, DoctorME, we offer some reflections and propose some practical suggestions for nurturing truly collaborative heart failure care.

### Key issues

Digital health offers real opportunities to deliver heart failure care, but patients and health care professionals will require digital skills training and appropriate health services technological infrastructure.

### Conclusions

Heart failure care is being transformed by digital technologies, and innovations such as DoctorME have profound implications for patients, nurses and doctors. These include major cultural change and health service transformation.

### Implications for nursing management

Nurse managers should create inclusive and supportive working environments where collaborative working and digital technologies in heart failure care are embraced. Nurse managers need to recognize, value and communicate the importance of digital health in heart failure care, ensuring that staff have appropriate digital skills training.

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## Nurse-sensitive environmental indicators: A qualitative study

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## ABSTRACT (ENGLISH)

### Aim

This study aims to explore the proposed concept of “nurse-sensitive environmental indicators” among nursing and non-nursing leaders of environmental stewardship who work with nurses.

### Background

Aligned with the Sustainable Development Goals, nurses are obligated to “practice in a manner that advances environmental safety and health.” Little is known about environmental impacts in acute-care nursing.

### Methods

Nursing and non-nursing leaders of environmental stewardship across the United States ( $N=9$ ) were interviewed to explore the concept of acute-care nurse-sensitive environmental indicators. Transcripts were examined using qualitative descriptive analysis.

### Results

Thematic analysis revealed that nurses are in key positions to influence environmental change, need more education and awareness to be effective, and need leadership support and role-modelling. Issues related to waste were highly nurse sensitive; issues related to food, chemicals, and transportation were moderately nurse sensitive; issues related to energy and water were minimally nurse sensitive.

### Conclusion

Preliminary consensus on nurse-sensitive environmental indicators was confirmed by leader participants in this study.

### Implications for Nursing Management

To help meet environmentally focused Sustainable Development Goals, nursing leaders can use the concept of nurse-sensitive environmental indicators in planning, education, resource allocation, and leadership to improve environmental stewardship in acute care nursing.

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# Nurses' assessment of subsyndromal delirium and barriers to assessment: A cross-sectional survey in the intensive care unit

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## ABSTRACT (ENGLISH)

### Aims

The aims of the study are to investigate the current status of nurses' assessment of subsyndromal delirium (SSD) in

the intensive care unit (ICU) and explore possible barriers to assessment.

### **Background**

SSD is a dynamic, recognizable disorder commonly seen in the ICU that can lead to poor patient outcomes. Timely recognition and management can prevent its progression.

### **Methods**

A cross-sectional survey design was used to collect data from ICU registered nurses in southwest China. The online survey containing an analysis of the current status of SSD assessment and barriers was completed by 237 nurses.

### **Results**

A total of 51.5% of nurses chose to assess SSD using an assessment tool, the most commonly used being the Confusion Assessment Method for the Intensive Care Unit; the frequency of assessment was mostly once a day (66, 41.0%) and often at shift change (178, 87.3%). There were statistically significant differences in the barrier factor scores by assessment frequency, assessment method, status of training in SSD, ability of SSD-related knowledge to meet clinical needs and willingness to receive SSD training.

### **Conclusion**

Our study confirms that the current state of assessment of SSD in the ICU is unsatisfactory, with nurses' lack of assessment knowledge and skills, poor organization and management, and the complexity of patients' conditions being barriers.

### **Implications for nursing management**

Nursing managers should systematically conduct training programmes on effective SSD assessment knowledge and skills, incorporate SSD assessment into the daily workflow, have standardized assessment tools, develop standardized processes and assign dedicated staff to monitor, audit and provide feedback on SSD assessments.

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# Nurses as agents for achieving environmentally sustainable health systems: A bibliometric analysis

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## ABSTRACT (ENGLISH)

### Aim

To analyse the current scientific knowledge and research lines focused on environmentally sustainable health systems, including the role of nurses.

### Background

There seem to be differences between creating interventions focused on environmentally sustainable health systems, including nurses, and the scarcity of research on this topic, framed on the Sustainable Development Goals.

### Methods

A bibliometric analysis was carried out, via three databases (Web of Science, Scopus and Pubmed), and the guideline recommendations were followed to select bibliometric data.

### Results

The search resulted in 159 publications, significantly increasing the trends from 2017 to 2021 ( $p = .028$ ). The most relevant countries in this area were the United States, the United Kingdom and Sweden. Also, the top articles were from relevant journals, indexed in Journal Citation Report, and the first and the second quartiles linked to the nursing field and citations ( $p < .001$ ).

### Conclusion

Education is key to achieving environmentally sustainable health systems via institutions and policies.

### Implications for Nursing Management

There is a lack of experimental data and policies on achieving or maintaining environmentally sustainable health care systems, indicating that nurses have an important role and should be consulted and included in decision-making policies regarding sustainability in the health care systems.

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# How robots impact nurses' time pressure and turnover intention: A two-wave study

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## ABSTRACT (ENGLISH)

### Aims

To examine the relationships among effort ensuring robots' smooth operation (*EERSO*), time pressure, missed care, and nurses' turnover intention, and how robot performance moderates such relations.

### Background

Robots may reduce nurses' workload but typically still require some effort of nurses for robots' smooth operation. However, the negative impact of *EERSO* on nurses' workplace outcomes is unknown.

### Methods

This study used a two-wave follow-up design. Data were collected in a medical center in Taiwan, with first wave collected in 2019 and second wave collected between 2019 and 2020. A total of 331 participants were followed through the two waves.

### Results

*EERSO* is positively linked to missed care and time pressure. Time pressure is also positively linked to missed care and turnover intention. Positive robot performance weakens the positive link between *EERSO* and time pressure.

### Conclusion

Using robots may help reduce nurses' workload, but it also requires nurses' efforts to maintain robots' continuous operation, that is, *EERSO*. It may adversely impact nursing professional workplaces.

### Implications for Nursing Management

Nurse managers should reduce nurses' time pressure whilst suggest hospital managers to seek robots that require minimal *EERSO*.

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# Recycling, responsible consumption and nursing: A qualitative study of surgical nurses' recycling and medical waste management

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## ABSTRACT (ENGLISH)

### Aim

This study was conducted to examine the opinions of nurses working in surgical wards on recycling and medical waste management.

## Background

Surgical services and operating rooms are the most waste-generating parts of health institutions. The primary purpose of waste management is to ensure waste minimization and increase recycling.

## Method

In this qualitative study, in-depth interviews were conducted with 15 nurses. The data were analysed by the content analysis method. The COREQ checklist was used in the study.

## Results

As a result of the study, four main themes were determined: Barriers in medical waste and recycling management, solution suggestions in medical waste and recycling management, waste of medical and consumable materials and the effect of the pandemic process on medical waste and recycling management.

## Conclusion

Medical waste and recycling management was interrupted due to lack of education, emergencies, hiring of untrained personnel and workload. During the pandemic, medical waste increased, and it could not be recycled. The solution suggestions are training at frequent intervals, monitoring by the responsible nurses and imposing sanctions on those who do not comply.

## Implications for Nursing Management

Knowing nurses' obstacles in managing medical waste and recycling and putting forward solutions in this regard affects sustainability. Knowing the obstacles to the management of medical waste and recycling by nurses could help in solutions.

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# Development of a predictive inpatient falls risk model using machine learning

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## ABSTRACT (ENGLISH)

### Aim

The aims of this study were to create a model that detects the population at risk of falls taking into account a fall prevention variable and to know the effect on the model's performance when not considering it.

### Background

Traditionally, instruments for detecting fall risk are based on risk factors, not mitigating factors. Machine learning, which allows working with a wider range of variables, could improve patient risk identification.

### Methods

The sample was composed of adult patients admitted to the Internal Medicine service (total,  $n=22,515$ ; training,  $n=11,134$ ; validation,  $n=11,381$ ). A retrospective cohort design was used and we applied machine learning technics. Variables were extracted from electronic medical records electronic medical records.

### Results

The Two-Class Bayes Point Machine algorithm was selected. Model-A (with a fall prevention variable) obtained better results than Model-B (without it) in sensitivity (0.74 vs. 0.71), specificity (0.82 vs. 0.74), and AUC (0.82 vs. 0.78).

### Conclusions

Fall prevention was a key variable. The model that included it detected the risk of falls better than the model without it.

### Implications for Nursing Management

We created a decision-making support tool that helps nurses to identify patients at risk of falling. When it is integrated in the electronic medical records, it decreases nurses' workloads by not having to collect information manually.

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## The fifth Generation Mobile Communication Technology plus Virtual Reality system for intensive care unit visits during COVID-19 pandemic: Keep the delirium away

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## Status and influencing factors of nursing and midwifery professionals' core competence- a cross sectional study

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## ABSTRACT (ENGLISH)

### Objectives

This study aims to understand the current situation and multiple factors affecting the core competence specializing in the maternal, neonatal and under-five nursing in China.

### Background

Highly skilled nurses and midwives are essential worldwide for achieving the Sustainable Development Goals, especially in low- and middle-income countries like China, due to the overwhelming COVID-19 crisis.

### Method

The 890 nurses and midwives from 12 hospitals were investigated in this cross-sectional study, with two questionnaires: the sociodemographic information and competency inventory for the registered nurses.

### Results

The participants reported a mean total score of 193.78 ( $\pm 42.19$ ) out of 220 and lowest in critical thinking and research ability ( $3.01 \pm 0.82$ ). The professional title, level, marital status, relationship quality, highest qualification, experience in specialist nurse training, participation in scientific research projects and publishing papers were the influencing factors ( $P < .05$ ).

### Conclusions

The respondents' core competence needs improvement, especially critical regarding thinking and research ability. In addition, marriage and good or excellent relationship quality are factors that can potentially improve competence.

### Implications for Nursing Management

Targeted interventions for higher core nursing competence need to be implemented, especially focusing on nurses' marital status and emotional support from partners.

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# Undergraduate nursing students' mentoring experiences in the clinical practicum: The United Arab Emirates (UAE) perspective

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## ABSTRACT (ENGLISH)

### Aim

This study explored undergraduate nursing students' mentoring experiences during their final clinical practicum as they prepared to enter the workforce.

### Methods

We used a qualitative case study design with data collected in two focus group discussions involving 19 students. Data were analysed using inductive thematic analysis.

### Results

Students' descriptions of their mentoring experiences fell under three themes: 'great experience', 'being treated like part of the family', and 'gaining confidence and skills'. Students described their mentors as having critical roles in providing feedback and learning opportunities to interns. Students also reported that ungraded initial assessment, friendlier workplaces, and mentors with patience were required to strengthen their professional learning at the workplace.

### Conclusion

These results suggest that prompt and constructive feedback, warmer workplace environments, and passionate mentors' involvement may help enhance students' mentoring experiences during their clinical practicum.

### Implications for Nursing Management

Management and academia should work jointly to develop mentorship programs to achieve better student outcomes. Doing this will lead to role clarity, higher levels of satisfaction, and increased productivity. Management needs to consider compensating mentors for their time in student learning and select experienced nurses willing to mentor others to promote enjoyable relationships and effective mentoring engagements. Management needs to find creative ways to build mentoring into appraisals, for at present, it is considered a voluntary activity for educating the next generation of nurses. Management should ensure adequate training and ongoing support for mentors and mentees in clinical mentoring.

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# An investigation of the level of burnout and resilience among hospital based nurse managers after COVID 19 — A cross-sectional questionnaire-based study

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## ABSTRACT (ENGLISH)

### Aim

We aim to investigate burnout and resilience among hospital based nurse managers post COVID-19 in order to suggest appropriate person-centred leadership support.

### Background

Nurse leaders are central to establishing safe and caring environments for patients and staff. Therefore, their own wellbeing is crucial, particular in times of crisis where they must provide support and guidance.

### Methods

Cross-sectional questionnaire included ward managers. Data collected were burnout inventory, brief resilience score and demographic data. To analyse data, we used descriptive statistics.

### Results

51.2% answered the questionnaire. Of those, 32.3% displayed symptoms of high personal burnout and 29% of work-related burnout. 6.5% showed signs of high employee-related burnout. As a group, ward managers showed moderate to high resilience.

### Conclusion

Personal and work-related burnout was highly prevalent among ward managers. Results suggest that the cause of their burnout symptoms cannot be attributed to low individual resilience. We thus suggest a shift in focus from strengthening individual leadership resilience to the establishment of healthful and resilient cultures in accordance with person-centred leadership.

### Implications for Nursing Management

Person-centred leadership has the potential to shift the focus from the resilience of individual leaders to that of collective responsibility for creating a healthful and resilient culture.

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# The influence of authentic leadership on nurses' turnover intentions and satisfaction with quality of care in Saudi Arabia: A structural equation modelling study

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## ABSTRACT (ENGLISH)

### Aim(s)

The study aimed to test a model that examined the relationships between authentic leadership, psychological safety, work engagement and team effectiveness and subsequent effects of team effectiveness on job turnover intentions

and nurse satisfaction with quality of care.

### **Background**

Nurse leaders who exhibit authentic leadership have been shown to contribute to the development of healthy work environments. In workplaces with demonstrated authentic leadership, nurses are more engaged and have lower job turnover intentions.

### **Method(s)**

A non-experimental, cross-sectional design was used to test the hypothesized model via structural equation modelling. A total of 456 nurses were included.

### **Results**

Structural equation modelling analysis indicated a good fit for the hypothesized model. Authentic leadership had a positive, significant and direct relationship with team effectiveness, nurses' work engagement and psychological safety. Team effectiveness was found to be negatively related to job turnover intentions but positively related to nurse satisfaction with quality of care.

### **Conclusion(s)**

Results of this study may help nursing leaders have a better understanding of the essential role of leadership style in increasing healthy work environments.

### **Implications for Nursing Management**

Applying authentic leadership style in nursing practice could help to reduce the shortage of nurses stemming from the high turnover intentions of nurses.

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# Artificial intelligence for falls management in older adult care: A scoping review of nurses' role

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## **ABSTRACT (ENGLISH)**

### **Aim**

This study aims to synthesize evidence on nurses' involvement in artificial intelligence research for managing falls in older adults.

### **Background**

Artificial intelligence techniques are used to analyse health datasets to aid clinical decision making, patient care and service delivery but nurses' involvement in this area of research for managing falls in older adults remains unknown.

## Evaluation

A scoping review was conducted. CINAHL, the Cochrane Library, Embase, MEDLI and PubMed were searched. Results were screened against inclusion criteria. Relevant data were extracted, and studies summarized using a descriptive approach.

## Key Issues

The evidence shows many artificial intelligence techniques, particularly machine learning, are used to identify falls risk factors and build predictive models that could help prevent falls in older adults, with nurses leading and participating in this research.

## Conclusion

Further rigorous experimental research is needed to determine the effectiveness of algorithms in predicting aspects of falls in older adults and how to implement artificial intelligence tools in gerontological nursing practice.

## Implications for Nursing Management

Nurses should pursue interdisciplinary collaborations and educational opportunities in artificial intelligence, so they can actively contribute to research on falls management. Nurses should facilitate the collection of digital falls datasets to support this emerging research agenda and the care of older adults.

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# A mixed-methods systematic review of interventions to improve leadership competencies of managers supervising nurses

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## ABSTRACT (ENGLISH)

### Aim

This study aimed to synthesize evidence on interventions to improve leadership competencies of managers supervising nurses.

### Background

In recent years, numerous interventions have been developed to improve the leadership competencies of managers supervising nurses. However, researchers and nursing leaders are unclear about what aspects of interventions are effective for developing which competencies.

### Methods

We conducted a mixed-methods systematic review following the Joanna Briggs Institute (JBI) approach for evidence

synthesis. The Medline (Ovid), CINAHL, Embase, Scopus, Nursing and Allied Health Database were reviewed. Data extraction, quality appraisal and narrative synthesis were conducted in line with Preferred Reporting Items for Systematic Reviews and Meta-Analyses guidelines.

### Results

A total of 69 studies (35 quantitative, 22 mixed methods, 12 qualitative) evaluating 68 interventions were included. Studies showed that interventions used modal activities such as lectures, group work and mentoring that generally had positive effects on improving leadership competencies such as supporting, developing and recognizing nurses. Opportunities to interact with peers increased managers' engagement in the interventions; however, many barriers existed for managers to use the competencies in practice including understaffing, insufficient time and lack of support from supervisors and staff.

### Conclusions

Leadership interventions were shown to have beneficial effects on developing different competencies. Managers predominately felt positive about participating in leadership interventions; however, they expressed many difficulties applying what they learned in practice.

### Implications for nursing management

Leadership interventions should include multimodal activities that give managers opportunities for interaction. When considering interventions for developing the leadership of managers, it is imperative to consider the practice environments for managers to be successful in applying the competencies they learned in practice.

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# The social support, psychological resilience and quality of life of nurses in infectious disease departments in China: A mediated model

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## ABSTRACT (ENGLISH)

### Aim

This paper aimed to investigate the relationship between social support and quality of life for nurses in infectious disease departments in China, as well as the function of psychological resilience in mediating this relationship.

### Background

Nurses in infectious disease departments play a critical role in the prevention and control of infectious diseases and in public health care services in general, and their quality of life can affect the quality of clinical nursing work they do. However, there are few studies on the relationship between nurses' social support networks and their quality of life.

### Methods

A cross-sectional study was conducted using a sample of 866 clinical nurses from the infectious disease departments of 10 general hospitals in China. Data were collected using a questionnaire survey from January to May 2021. The mediating influence of psychological resilience on social support and quality of life was investigated using structural equation modelling.

### Results

The score of quality of life was (36.36±7.64). Quality of life was positively correlated with social support and psychological resilience ( $r_1=0.521$ ,  $r_2=0.583$ ;  $p<.01$ ), and psychological resilience was positively correlated with

social support ( $r=0.426$ ;  $p<.01$ ) as well. The mediating effect of psychological resilience between social support and quality of life was 0.233, accounting for 37% of the total effect.

### Conclusion

The quality of life of nurses working in infectious disease departments is in the middle level. Psychological resilience is a mediating variable between social support and quality of life.

### Implications for Nursing Management

Managers can improve the quality of life of nurses by both increasing social support and strengthening psychological resilience. Managers should pay attention to the degree of social support provided to nurses and take proactive measures to build psychological resilience so that nurses can effectively manage stress and negative emotions from work and life in order improve their quality of life.

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# Patient safety value, safety attitude and safety competency among emergency nurses in China: A structural equation model analysis

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## ABSTRACT (ENGLISH)

### Aims

We aim to determine the levels of patient safety value, safety attitude and safety competency and to explore the associations among these variables in emergency nurses in China.

### Background

Studies have focused on the individual characteristics of nurses as influencing factors of patient safety but not on the factors that may affect patient safety competency in the context of Chinese culture, such as safety value and safety attitude.

### Method

A cross-sectional survey was conducted among emergency nurses in 22 hospitals.

### Results

The final model had acceptable fit indices ( $\chi^2/df=3.512<5$ ; CFI=0.955>0.9; TLI=0.942>0.9; IFI=0.955>0.9; RMSEA=0.068<0.08 [90% CI, 0.059 to 0.077]). A fully adjusted model was also tested, and the effects among variables were consistent with the hypothesized model. The SEM results showed that patient safety values had a significant direct effect on safety competency ( $b=.407$ ,  $p<.001$ ) and safety attitude ( $b=.656$ ,  $p<.001$ ). Patient safety attitude had a significant direct effect on safety competency ( $b=.493$ ,  $p<.001$ ). Patient safety values had an indirect effect on safety competency through safety attitude, and the total effect of safety values on safety competency was 0.730.

## Conclusions

Chinese nurses are at a moderate level of patient safety attitude and competency. Emergency nurses' safety value and safety attitude can be direct predictors of patient safety competency, and safety value can indirectly predict their patient safety competency through safety attitude.

## Implications for Nursing Management

Strengthening safety value is a critical step toward improving patient safety competency. Hospital administrators and educators should construct a patient safety culture that is guided and driven by appropriate values and ensure the development of necessary competencies in nurses.

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# Key strategies for managing nursing care under the COVID-19 pandemic: A multiple-case study of nursing directors

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## ABSTRACT (ENGLISH)

### Aim

We aim to identify measures implemented by hospital nursing directors early in the COVID-19 pandemic and enabling factors.

### Background

Managerial factors affect nurses' physical and mental health and willingness to work, especially early in a pandemic.

### Method

We used multiple-case study of 15 hospitals, comparing management approaches by interviewing 28 nursing directors and their assistants from August to December 2020.

### Results

Hospitals that accepted COVID-19 patients and hospitals that unexpectedly experienced clusters underwent a nursing provision system organization phase, followed by an adjustment phase to maintain nursing organization function. Two factors aided measure implementation: an emergency system and staff protection policies.

## Conclusion

Early epidemic management strategies apply across contexts. The hospital's basic attitude is key to effective implementation of the strategies.

## Implications for Nursing Management

The results suggest that hospitals, nursing directors and nurses can each prepare for future emerging infectious disease epidemics.

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# Becoming a mother during the COVID-19 pandemic: The lived experience as told by birthing mothers: A qualitative study

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## ABSTRACT (ENGLISH)

### Aims and objectives

The aim of this study is to explore the lived experience of women who gave birth during the COVID-19 pandemic.

### Background

Experiencing pregnancy during the Covid-19 pandemic exacerbates the risk of the onset of psychological problems.

### Design

This is a descriptive, single-centre, qualitative study.

### Methods

The enrolment for data collection included childbearing mothers aged 18 years and over between November 2021 and April 2022. The researchers invited them to write about their personal experiences during the isolation period of the first pandemic wave. The descriptive phenomenological analysis of the data was carried out using the method described by Mortari.

### Results

A total of 50 mothers were recruited, of whom 28 were primiparous (56.0%) and 22 multiparous (44.0%). From the analysis of the interviews, five main themes emerged that enclose the experience of both primiparous and multiparous mothers: ‘The negative feeling: between loneliness, sadness and fear’; ‘The comfort of being cared for: between humanity and competence’; ‘Family proximity: between comfort and stress’; ‘Symbiotic intimacy: bonding; Managing physical pain and consciousness of being resilient women’.

### Conclusions

The study showed that the discomfort associated with the absence of family support in the phase of labour and childbirth was compensated by the professionalism of the health staff and allowed new mothers to experience

moments of great intimacy with the child.

### **Implications for nursing management**

Such data could help create recommendations based on the assisted person's experiences to ensure that care is increasingly attentive and tailored to the needs of mothers and, thus, of children.

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# Navigating through motherhood in pregnancy and postpartum periods during the COVID-19 pandemic: A systematic review and qualitative meta-synthesis

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## **ABSTRACT (ENGLISH)**

### **Aim**

The aim of this work is to critically appraise and synthesize the qualitative studies on the experiences, perspectives, and consequences of pregnant women experiencing motherhood during the COVID-19 pandemic.

### **Background**

The COVID-19 pandemic has posed a threat to the health of pregnant women. Such a pandemic disrupted their routine care, as well as normal daily life. However, little is known about their coping strategies to the changes brought by COVID-19.

### **Evaluation**

A qualitative systematic review was conducted according to the Enhancing Transparency in Reporting the Synthesis of Qualitative Research (ENTREQ) checklist. A meta-aggregative approach rooted in pragmatism and Husserlian transcendental phenomenology was used to synthesize the findings. Dependability and credibility of both study findings and synthesized findings were appraised by Joanna Briggs Institute (JBI) ConQual process.

### **Key issues**

Key issues include (a) pregnant women experienced changes in routine care, (b) pregnant women used a range of strategies to cope with the consequence of the pandemic, (c) pregnant women struggled to embrace motherhood, and (d) pregnant women received different levels of social support.

### **Conclusion**

Facing challenges caused by the pandemic, pregnant women used a variety of strategies to cope with and adapt to the changes, but sometimes the adaptation is limited. Emotional, instrumental, and informational support should be provided to them in an accessible way.

### **Implications for Nursing Management**



As an essential part of policymakers, nursing managers should consider the balance between restriction and the accessibility of maternity care. It is also crucial for them to consider how to provide necessary support in an accessible way.

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# Nurse leadership in promoting and supporting civility in health care settings: A scoping review

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## ABSTRACT (ENGLISH)

### Aim

This scoping review aimed to identify the existing evidence on how nurse leaders promote and maintain civility amongst nurses in health care settings.

### Background

Research on managing workplace incivility in nursing, a prevalent and concerning issue worldwide, recommends nurse leaders to command cultural change through strong leadership and civility interventions. However, there is very little empirical evidence summarizing and analysing how nurse leaders pragmatically achieve civility, and combat workplace incivility, in the health care setting.

### Evaluation

A scoping review was undertaken using the electronic databases CINAHL, Emerald Insight, MEDLINE, PsychINFO, PubMed and Scopus. Google Scholar was used to search for grey literature.

### Key issues

The eight studies included in this review describe how nurse leaders promote and maintain civility under four key themes: (1) creating a shared vision, (2) educating self and others, (3) fostering accountability and (4) providing support.

### Conclusion

The review provides an overview of commonly used strategies and actions that pragmatically promote and maintain civility in the health care setting by nurse leaders, while also highlighting areas of future research needed to strengthen the evidence base.

### Implications for Nursing Management

It is important for nurse leaders to gain an understanding of evidence-based practices when addressing workplace incivility in order to address this prevailing problem for the future and safety of nurses moving forward.

# Ethical issues of smart home-based elderly care: A scoping review

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## ABSTRACT (ENGLISH)

### Aim

To explore current research on the ethics of smart home technologies including artificial intelligence and information technologies for elderly care by conducting a scoping review.

### Background

The development of smart home technologies for care of the older adults provides potential solutions to reduce the caregiver burden within families where they are urgently needed. Building an ethical system to support the application of these technical products should be explored.

### Methods

The literature search was performed in seven electronic databases. Relevant studies from January 2015 to February 2021 were selected; screening and analysis were completed independently by two researchers.

### Results

There were a total of 15 included studies on the ethics of smart home technologies for elderly care, which focused on the following issues: privacy (information privacy and physical privacy), autonomy (independence, informed consent and user-centred control), safety guarantee, fairness and concerns about reduced human contact.

### Conclusions

There exist a number of ethical conflicts in the application of smart home technologies for elderly care. Therefore, it is necessary to further investigate the ethical issues with regards to the decision-making process of weighing the advantages and disadvantages of these technologies.

### Implications for nursing management

Efforts should be made to establish a corresponding ethical framework to ensure the sustainable development of smart, home-based elderly care. Nurses may play an important role in the design and implementation of these technologies to promote ethical awareness and practice.

# Artificial intelligence in health care: Implications for nurse managers

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## Evolving with technology: Machine learning as an opportunity for operating room nurses to improve surgical care—A commentary

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### ABSTRACT (ENGLISH)

#### Aims

To describe machine learning applications in an operating room setting, raise awareness of the lack of nursing inclusion on machine learning algorithm development, and show how operating room nurses can co-create this new technology.

#### Background

Operating room nurses and managers perform anticipatory work on a daily basis to manage intrinsic and extrinsic factors that can cause surgical delays.

#### Evaluation

Recent literature on machine learning and its potential use in operating room settings was reviewed along with literature on the role of the nurse in co-creating novel technology.

#### Key Issue

Machine learning technology is rapidly evolving and being created for the operating room environment to improve patient safety and flow. Operating room nurses and managers are not being included in the development of machine learning algorithms, meaning products may be created that are not usable for all members of the surgical team.

#### Conclusion

This commentary highlights the ways machine learning effectively assists nurses and nursing managers, suggesting a pathway forward for surgical nursing as co-creators and implementers.

#### Implication for Nursing Management

Nursing managers will be exposed to machine learning programmes in the near future and need to understand the benefits they have for patient safety and patient flow.

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# Nurse managers' burnout and organizational support: The serial mediating role of leadership and resilience

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## ABSTRACT (ENGLISH)

### Aims

To investigate the relationship between organizational support and nurse managers' burnout and the serial multiple mediating effects of leadership and resilience.

### Background

Nurse managers are at a high risk of burnout, especially during the COVID-19 pandemic. However, no research has been done to examine the associations between nurse managers' organizational support, leadership, resilience and burnout.

### Methods

This cross-sectional study recruited 458 nurse managers from 13 tertiary public hospitals in Jiangsu, China. They completed the Survey of Perceived Organizational Support, the Clinical Leadership Survey, the Resilience Scale and the Maslach Burnout Inventor-Human Service Survey. The serial mediating effect of individual leadership and resilience was estimated using the structural equation modelling method via Mplus 7.0.

### Results

There were direct and indirect effects of organizational support on burnout, controlling for work variables. Leadership and resilience serially mediate the association between organizational support and burnout ( $\beta = -.051$ , 95% confidence interval:  $-0.093$  to  $-0.020$ ).

### Conclusions

Among nurse managers, organizational support may be sequentially associated with improved leadership first and then resilience, which in turn is related to decreased burnout.

### Implications for Nursing Management

We recommend that hospital administrators incorporate leadership, resilience and burnout assessment in the routine psychological screening of nurse managers and creatively apply the organizational interventions to decrease nurse managers' burnout.

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# A policy review of the process of the Integrated Nursing Care Service System in South Korea

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## ABSTRACT (ENGLISH)

### Aim

This study aimed to analyse the policy formation process of South Korean Integrated Nursing Care Service System (INCSS).

### Background

Due to the shortage of chronic nursing staff in Korea, many nursing services have been overlooked, which has led to a customary caregiving culture that relied on inpatient families. To improve this, Korea legislated the INCSS in 2015.

### Methods

This study retrospectively analysed policy formation process of the INCSS using Kingdon's Multiple-Streams Framework from on–offline materials generated between 1994 and 2015.

### Results

The caregiving culture, which was raised as one of the main causes of the Middle East Respiratory Syndrome coronavirus (MERS-CoV) infection spread, has garnered intensive attention from media and politicians. The streams of problem, politics and policy that each flowed independently were coupled, the policy window finally opened leading to successful legislation.

### Conclusions

The leading political activities of the United Healthcare Civic-Group, in which general nurses were the core, were effective in introducing the system.

### Implications for Nursing Management

This study's results could be used for promoting hospital-based healthcare policy intervention by enhancing general nurses' political competence.

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# Adoption of novel biomarker test parameters with machine learning-based algorithms for the early detection of sepsis in hospital practice

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## ABSTRACT (ENGLISH)

### Aims

We aim (i) to redesign sepsis's clinical pathway and fit the organizational requirements of a novel machine-learning algorithm incorporating a novel biomarker test and (ii) to assess adoption drivers of the new combined technology.

### Background

There is an urgent need to achieve sepsis' early detection and diagnostic excellence.

### Methods

A qualitative study based on semi-structured interviews conducted at the target site and across other Italian hospitals. A content analysis was undertaken, emergent themes were selected and categorized, and interviews were conducted until saturation was reached.

### Results

Sixteen nurses (10 at the target site and six across other hospitals) and nine non-nursing professionals (seven at the target site and two across other hospitals) were interviewed. An organizational redesign was identified as the primary adoption driver. Even though nurses perceived workload increase related to the machine-learning component, technology acceptability was relatively high, as the standardization of tasks was perceived as crucial to improving professional satisfaction.

### Conclusions

A novel business-oriented solution based on machine learning requires interprofessional integration, new professional roles, infrastructure improvement, and data integration to be effectively implemented.

### Implications for Nursing Management

Lessons learned from this study suggest the need to involve nurses in the early stages of the design of new machine-learning technologies and the importance of training nurses on sepsis management through the support of disruptive technological innovation.

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# Guaranteeing dignity and decent work for migrant nurses and health care workers beyond the COVID-19 pandemic

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## ABSTRACT (ENGLISH)

### Aim(s)

The main aim of this article is to outline the devastating aftereffects of COVID-19 in terms of ethical recruitment and the respect of dignity of nurses and health care professionals.

### Background

Nations experience the ominous impacts of the COVID-19 pandemic in terms of an exacerbated shortage of nurses

worldwide. In this situation, migration flows of nurses are skyrocketing and the respect of the migrant nurses' dignity as human beings should be guaranteed.

#### **Evaluation**

Data from reports elaborated by the International Centre on Nurse Migration (ICNM) were examined and outlined the central role of the respect of dignity of every nurse to prevent unethical exploitation of them.

#### **Key issue(s)**

The respect of human dignity is a complex concept. Human dignity denotes the inner nature of human beings but also their rights at work.

#### **Conclusion(s)**

In a post-COVID-19 world with increased flows of nurse migration, it is crucial to guarantee dignity at work for migrant nurses.

#### **Implications for Nursing Management**

Nurse leaders should prioritize the ethical recruitment of health care workers and give a prominent role to the WHO 'Code of Practice on the International Recruitment of Health Personnel' which recognizes the ethical bedrocks of employment.

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# Factors influencing caring behaviour among registered nurses during the COVID-19 pandemic in China: A qualitative study using the COM-B framework

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## **ABSTRACT (ENGLISH)**

### **Aim**

The aim of this work is to explore the influencing factors of nurses' caring behaviour during the COVID-19 pandemic based on the Capability, Opportunity, Motivation as determinants of Behaviour (COM-B) theoretical framework.

### **Background**

Nurse caring behaviour is vital to reduce and speed up the healing process of COVID-19 patients. It is important to understand the factors that influence caring behaviour among nurses during the COVID-19 pandemic. Research suggests that when it comes to understanding behaviour, using a theoretical framework is likely to be most effective, and the COM-B framework is a recommended approach.

### **Methods**

Semistructured interviews with 42 nurses working in 11 Chinese cities were conducted, and their verbatim statements were transcribed and analysed using thematic analysis. The results were mapped to COM-B framework.

### **Results**

Ten key themes emerged: Capability (professional knowledge and skills, emotional intelligence, cross-cultural care competence); opportunity (resources, organizational culture, social culture); motivation (past experience, character,

role, beliefs).

### Conclusions

Ten factors were found to influence nurses' caring behaviour. This study added two new influencing factors, social culture and past experiences, that further contributed to the understanding of nurses' care behaviours.

### Implications for Nursing Management

Nurses' caring behaviour is influenced not only by themselves but also by institutions and society, so interventions aiming to improve their caring behaviour should consider these elements. The negative impact of the pandemic on capability factors that influence nurses' caring behaviour should be counteracted as soon as possible.

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# What determines physical, mental and emotional workloads on nurses? A cross-sectional study

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## ABSTRACT (ENGLISH)

### Aim

This study aimed to identify determinants of physical, mental and emotional nursing workloads.

### Background

Workload has a physical, mental and emotional dimension. It influences employees' well-being and quality of care. Nevertheless, studies of specific predictors for each dimension of nurses' workload are scarce.

### Methods

We used a cross-sectional prospective design based on the Job Demand-Resources theory. We asked nurses to describe workload perceived at the end of every shift over three consecutive weeks. Data were gathered from two academic hospitals, in seven medical-surgical wards. We received 259 responses and tested 2 multivariate regression models.

### Results

Physical workload was predicted from all variables tested; mental workload was determined by patient complexity or isolation, adequacy of nurse staffing and skill-mix, and unscheduled activities; and emotional workload was predicted by all variables except adequacy of staffing and other people's education.

### Conclusions

Patient, nurse and workflow aspects influenced nurse's shift workload differently for each specific dimension.

### Implications for Nursing Management

Measurement and definition of predictors of workload in the work environment are essential. Recognizing the determinants of specific dimensions of workload facilitates identification of the most appropriate interventions to improve nurses' well-being in health care settings.



# Nurses' perception of solutions proposed by nurse leaders in face of COVID-19 pandemic: A cross-sectional study

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## ABSTRACT (ENGLISH)

### Aim

To evaluate the perception of bedside nurses regarding the implementation of solutions proposed by nurse leaders for patient and employee care during the COVID-19 pandemic.

### Background

Nurse leaders have proposed solutions to better manage the challenges of the pandemic. However, multiple factors influence the transposal of actions from the tactical to the operational levels.

### Method

This cross-sectional study was carried out in a 620-bed non-profit institution. Participants were bedside nurses who completed an online survey.

### Results

One hundred sixty-eight nurses participated in the study. Most of the proposed solutions were very effective and easily identified by the nurses. These solutions included adaptations of the physical structure, availability of medical supplies and adequacy of institutional protocols. The actions that stood out with low perception were adequate integration of new employees and the availability of remote work, hotel accommodations for frontline health care workers and day care for children whose parents worked at the hospital.

### Conclusion

Bedside nurses were able to recognize most of the solutions proposed by their nurse leaders during the COVID-19 pandemic.

### Implications for nursing management

Tactical-level nurse leaders need constant proximity to bedside nurses and continuous elucidation of the objectives to be achieved by the strategies adopted.

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# Nurse leaders' and digital service developers' perceptions of the future role of artificial intelligence in specialized medical care: An interview study

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## ABSTRACT (ENGLISH)

### Aim

To describe nurse leaders' and digital service developers' perceptions of the future role of artificial intelligence (AI) in specialized medical care.

### Background

Use of AI has rapidly increased in health care. However, nurse leaders' and developers' perceptions of AI and its future in specialized medical care remain under-researched.

### Method

Descriptive qualitative methodology was applied. Data were collected through six focus groups, and interviews with nurse leaders ( $n=20$ ) and digital service developers ( $n=10$ ) conducted remotely in 2021 at a university hospital in Finland. The data were subjected to inductive content analysis.

### Results

The data yielded 25 sub-categories, 10 categories and three main categories of participants' perceptions. The main categories were designated AI transforming: work, care and services and organizations.

### Conclusions

According to our respondents, AI will have a significant future role in specialized medical care, but it will likely reinforce, rather than replace, clinicians or traditional care. They also believe that it may have several positive consequences for clinicians' and leaders' work as well as for organizations and patients.

### Implications for nursing management

Nurse leaders should be familiar with the potential of AI, but also aware of risks. Such leaders may provide better support for development of AI-based health services that improve clinicians' workflows.

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# The relationship between organizational commitment and work engagement among clinical nurses in China: A cross-sectional study

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## ABSTRACT (ENGLISH)

### Aim

This study aims to investigate the levels of organizational commitment and work engagement among clinical nurses in tertiary hospitals and explore the relationship between them.

### Background

The nursing literature supports the idea that organizational commitment plays an important role in positively influencing job performance. However, the relationship between organizational commitment and work engagement among clinical nurses remains unclear.

### Methods

This was a cross-sectional study. A convenience sample of clinical nurses ( $n=621$ ) was selected from five tertiary hospitals in Sichuan Province of China. Survey instruments included a general information questionnaire about organizational commitment and work engagement. Univariate analysis, correlation analyses and linear regression analysis were used to examine the association between organizational commitment and work engagement.

### Results

The mean scores for organizational commitment and work engagement were  $3.85 \pm 0.59$  and  $4.58 \pm 1.46$ , respectively. A moderate degree of positive correlation was found between them. Gender, monthly income and retention commitment were significantly associated with work engagement, and they accounted for 39.0% of the total variance.

### Conclusions

Clinical nurses had a moderate level of organizational commitment and a high level of work engagement. Organizational commitment positively influenced work engagement; that is, organizational commitment is a significant determinant of nurses' work engagement.

### Implications for Nursing Management

Hospital organizations should focus on assessing and strengthening nurses' organizational commitment to promote increased work engagement and, ultimately, improved quality of care. This may include, but is not limited to, increasing rest time for nurses, implementing a performance appraisal system and focusing on nurses' psychological state.

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# Impact of empowering leadership on emotional exhaustion: A controlled interventional study in a large French university hospital complex

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## ABSTRACT (ENGLISH)

### Aim

The aim of this study is to assess the effect of a systemic intervention on the evolution of empowering leadership and emotional exhaustion in a university hospital sub-centre compared to a control sub-centre, both being part of a large French university hospital complex.

### Background

Empowering leadership is a promising strategy for developing hospital team engagement and performance. However, the bureaucratic functioning of large hospitals, characterized by a managerial culture of control and a stratified organization, can be a barrier to empowering leadership.

### Methods

The intervention included empowering leadership training, direct field experimentation of empowering leadership and coaching, involving all the sub-centre hierarchical levels for 12 months. Data were collected before and after the intervention. A total of 441 and 310 participants were, respectively, included in the intervention and control sub-centres.

### Results

Empowering leadership was decreased, and emotional exhaustion was increased in the control sub-centre, while the scores remained stable in the intervention sub-centre. The increased emotional exhaustion in the control sub-centre could partially be explained by the change in empowering leadership.

### Conclusion

In a context of decreased empowering leadership and increased emotional exhaustion, the intervention had a protective effect. Implications for the design of future interventions were discussed.

### Implications for Nursing Management

This study unequivocally showed the benefit of transforming hospital management towards empowering leadership, to prevent increased emotional exhaustion.

### Registration number

This study is registered on ClinicalTrials.gov on 4 July 2019 (NCT04010773).

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# Sustainable Development Goals—A clarion call for leadership in nursing and midwifery

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## Letter to the editor regarding 'The role of artificial intelligence in enhancing clinical nursing care: A scoping review'

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## Trends in artificial intelligence in nursing: Impacts on nursing management

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### ABSTRACT (ENGLISH)

#### Objective

To investigate the academic use of artificial intelligence (AI) in nursing.

#### Background

A bibliometric analysis combined with the VOSviewer software quantification method has been utilized for a literature analysis. In recent years, this approach has attracted the interest of scholars in various research fields. Thus far, there is no publication using bibliometric analysis combined with the VOSviewer software to analyse the

applications of AI in nursing.

### **Method**

A bibliometric analysis methodology was used to search for relevant articles published between 1984 and March 2022. Six databases, Embase, Scopus, PubMed, CINAHL, WoS and MEDLINE, were included to identify relevant studies, and data such as the year of publication, journals, country, institutional source, field and keywords were analysed.

### **Results**

Most relevant articles were published from institutions in the United States. The League of European Research Universities has published most research studies that use AI and nursing. Scholars have mainly focused on nursing, medical informatics, computer science AI, healthcare sciences services and physics particles fields. Commonly used keywords were machine learning, care, AI, natural language processing, prediction and nurse.

### **Conclusion**

Research articles were mainly published in *Nurse Education Today*. Research topics such as AI-assisted medical recording and medical decision making were also identified. According to this study, AI in nursing has the potential to attract more attention from researchers and nursing managers. Additional high-quality research beyond the scope of medical education, as well as on cross-domain collaboration, is warranted to explore the acceptability and effective implementation of AI technologies.

### **Implications for Nursing Management**

This study provides scholars and nursing managers with structured information regarding the use of AI in nursing based on scientific and technological developments across different fields and institutions. The application of AI can improve nursing management, nursing quality, safety management and team communication, as well as encourage future international collaboration.

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# The effect of work stress, workload and social support on nurses' self-perceptions of parenting roles during the Covid-19 pandemic

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## **ABSTRACT (ENGLISH)**

### **Aims**

This study aims to investigate the effects of workload, work stress and social support on nurses' self-perceptions regarding their parenting roles in the Covid-19 pandemic and to examine the effect of nurse parents' sociodemographic characteristics on work stress and workload during the Covid-19 pandemic.

### **Background**

The Covid-19 pandemic has brought many challenges in the lives of nurses who are fighting at the forefront of the pandemic.

### **Methods**

One hundred ninety-eight nurse parents participated in the study conducted with a relational study design using an

online questionnaire spread through social networks. 'The Nurse Parents Descriptive Information Form', 'The Swedish Demand-Control-Support Questionnaire (DCSQ)' and 'The Self-Perception of Parental Role Scale (SPPR)' were used for the study data.

### Results

A total of 90.9% of the participants are women. A significant difference was found between the spouse's job and the work stress and the work stress and workload ( $p < .05$ ).

### Conclusions

Participants working during the day experienced less work stress and workload than those working at night. Working in the pandemic unit has increased work stress and workload.

### Implications for Nursing Management

Nurse managers need to plan supportive approach activities so that nurses can use effective methods to manage work stress and heavy workload. In addition, nurse managers should pay attention to developing qualified care and treatment skills in crises such as pandemics, where the workload increases tremendously.

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# Occupational burnout and stress of nurses in Taiwan regarding COVID-19: An intervention with gong medication

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## ABSTRACT (ENGLISH)

### Aims

This study aimed to explore the effectiveness of gong meditation on nurses' perceived stress and occupational burnout during the COVID-19 pandemic.

### Background

Nurses play an important role in hospitals, and they currently encounter additional stress due to the COVID-19 pandemic.

### Design and Methods

In this experimental study, participants were provided intervention with seven sections of gong meditation, and each session lasted for approximately 50–60 min. Data were collected from July 2020 to February 2021. Eighty nurses

were randomly assigned to the experimental or control group, and 79 completed all the processes of our protocol. Generalized estimating equations (GEE) were used in data analysis.

### **Results**

Compared with the control group, the experimental group experienced significant improvements in stress and occupational burnout.

### **Conclusions**

Gong meditation can effectively alleviate stress and occupational burnout among nurses during the COVID-19 pandemic.

### **Implications for nursing management**

Gong meditation can be provided by hospital managers to all nurses to reduce their stress, occupational burnout and subsequent mental health problems. Additionally, we suggest that gong meditation can be used as an effective intervention for individuals in other occupational fields, as it is accessible and inexpensive intervention.

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# Developing a framework for the participation of nursing managers in the health policy-making process in Iran: A Delphi study

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## **ABSTRACT (ENGLISH)**

### **Aims**

The aim of this study was to develop a framework for nursing managers to participate in the health policy-making process.

### **Background**

Nursing managers must be involved in the health policy process to provide appropriate health services, focus on nursing professional excellence, and improve the performance of the health system.

### **Methods**

This multimethod research was based on the Delphi study and experts' panel. Faculty members of the nursing, health policy, health services management, and nursing managers working at hospitals were selected via purposive sampling. The data collection tool was a demographic form and an open-ended questionnaire in the first round and a



structured questionnaire in the next round. In the two rounds of Delphi, experts discussed and rated items of nursing managers' participation framework in the health policy-making process. At the expert panel session, the framework was finalized with a 12-part checklist. The data were analysed quantitatively using SPSS software version 22.

### Results

A total of 28 items were entered into the Delphi study. Experts who met the inclusion criteria responded to rounds 1 ( $n = 20$ ) and 2 ( $n = 16$ ). Following the two rounds of the Delphi study, 27 items were selected and discussed by experts using a 12-part checklist related to the framework. The final participation framework was divided into five sections: Barriers, facilitators, advantages, disadvantages, and factors affecting the participation of nursing managers in the health policy-making process.

### Conclusion

In our findings, the relationship between the components of the framework and policy cycle was shown, which should be considered to lay the groundwork for participation. This can lead to health promotion, accountability, and financial participation in the health system, which can improve the proactive involvement of nursing managers in the health policy-making process.

### Implications for Nursing Management

The proposed framework can be utilized across the spectrum of nursing, including practice, leadership, and education to enhance the participation of nursing managers in health policy activity.

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# Nursing leadership and management in home care: A qualitative scoping review

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## ABSTRACT (ENGLISH)

### Aim

The purpose is to identify and synthesize the challenges of first-line nurse managers in home care concerning their managerial and leadership role, as described in current qualitative research literature.

### Background

Increased responsibilities and shifting tasks in home care lead to challenges for first-line nurse managers. These challenges must be identified and evaluated to ensure quality care provision.

### Evaluation

A scoping review mapped current qualitative research on first-line nurse managers in home care, focusing on their managerial and leadership role. A systematic search was conducted in CINAHL, Medline, EMBASE, and SweMed+. A thematic analysis was conducted on the four included studies.

### Key issue(s)

First-line nurse managers' role in home care involves multiple responsibilities. Four themes emerged: "professional responsibilities," "relational responsibilities," "economic and organizational responsibilities," and "juggling responsibilities—a demanding balance."

## Conclusion(s)

Findings provide new knowledge on how first-line nurse managers balance responsibilities in their role in the home care context—a complex context different from institutional settings like hospitals and long-term care. A focus on first-line nurse managers' support needs is necessary. Furthermore, an extensive research gap concerning first-line nurse managers' leadership and management role in home care indicates a need to increase knowledge from a range of perspectives.

## Implications for Nursing Management

To develop sustainable and robust nursing leadership and management in home care, there is a need to (a) clarify first-line nurse managers' role and set boundaries around their responsibilities and (b) strengthen support from superiors, which will help empower first-line nurse managers in their daily work.

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# Protective measures feasibility for infants of low-income SARS-CoV-2 positive breastfeeding mothers: A prospective multicentre cohort study

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## ABSTRACT (ENGLISH)

### Aim

The aim was to evaluate the feasibility of protective measures for infants of low-income SARS-CoV-2 positive breastfeeding mothers.

### Background

Breastfeeding mothers with SARS-CoV-2 positive should avoid exposing the infant through protective measures (PM), but it could be challenging in a low-income population.

### Methods

A prospective, multicentre study was conducted between July and October 2020 (BRACOVID). The participants were recruited at birth and interviewed through a structured questionnaire at 7 and 14 days in the home environment. The feasibility of PM during breastfeeding at home was defined by guidelines recommendations (mask using, handwashing, and distancing from newborn when not breastfeeding). Three groups according to the feasibility of guidelines: complete guidelines feasibility (CG): all PM; partial guidelines feasibility (PG): at least one PM feasible; no guidelines (NG): infeasibility to all of PM. Flu-like neonatal symptoms and breastfeeding practices were analyzed. We evaluated the association between PM feasibility and socioeconomic factors.

### Results

One hundred seventeen infected mothers from 17 Brazilian hospitals were enrolled. Forty-seven (40%) mothers followed all recommendations, 14 (11.9%) could not practice at least one recommendation, and 50 (42.7%) did not execute any of them. The breastfeeding rate was 98%. Factors associated with infeasibility were monthly family income <92.7 dollars/person, high housing density (>1 inhabitant/room), teenage mothers, responsive feeding, and poor schooling. Regarding infants' flu-like symptoms, 5% presented symptoms at 14 days (NG group).

### Conclusion

The guidelines were not applied to infants of SARS-CoV-positive mothers in 54.6% of the dyads since the recommendations were unviable in their environments. During pandemics, we should look for feasible and effective guidelines to protect neonates from low-income populations.

### Implications for Nursing Management

Poor socioeconomic conditions lead to the unfeasibility of protective measures for infants of low-income SARS-CoV-2 positive breastfeeding mothers during the isolation period in the pandemics. The orientations and the support provided to dyad should consider the socioeconomic factors to guide feasible measures in the home environment and promote adequate protections; only an individual approach will allow a safe environment for low-income infants. The Research Ethics Committee approved the project of the Medicine School in Ribeirão Preto, University of São Paulo, Brazil (CAAE: 31357320.9.1001.5440-4.066.741/2020) and Brazilian hospitals and maternal services.

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# The implementation and outcomes of self-managing teams in elderly care: A scoping review

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## ABSTRACT (ENGLISH)

### Aim

We aim to map the existing evidence and gaps in research on the implementation and outcomes of self-managing elderly care teams.

### Background

Due to increasing demand for elderly nursing care and an ageing workforce, recruiting and retaining community nurses have become challenging. Implementing self-managing teams may be a solution to address this problem.

### Evaluation

This scoping review included 27 studies, varying from narrative reviews to a quantitative cross-sectional study. The studies' primary focus on self-managing teams was essential for eligibility.

### Key issues

Nurses' job satisfaction was high in self-managing teams due to improved relationships with patients and increased autonomy. Continuity of care and patient acceptability were high. Transformation of managers to coaches in a team with a flat hierarchy is needed to empower nurses with responsibility for their own work. Trust and teamwork should be assisted by suitable ICT support systems.

### Conclusions

International interest in self-managing teams is large, but quantitative research is limited and guidelines for implementation are needed. Recommendations for potential successful implementation were made.

### Implications for Nursing Management

Nurse autonomy and job satisfaction can increase by implementing self-managing teams. This requires a change in management styles, from managing to coaching nurses.

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# Does transformational leadership and psychological empowerment improve nurses' innovative behaviour during COVID-19 outbreak? A cross-sectional study

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## ABSTRACT (ENGLISH)

### Aims

To investigate the relationships between transformational leadership, psychological empowerment and innovative behaviour among nurses in China.

### Background

The innovative behaviour of nurses is important to adapt to the changing medical environment. However, there is currently a limited understanding of the relationship between nurses' innovative behaviour and transformational leadership and psychological empowerment during the pandemic.

### Methods

Convenience sampling was used to conduct an investigation involving 1317 nurses from 10 hospitals in China from January 2022 to April 2022. Data analysis was performed using correlation analysis, univariate analysis and multiple regression analysis. The STROBE checklist was followed when writing this manuscript.

## Results

High transformational leadership and high psychological empowerment were associated with high innovative behaviour. The results of the multiple linear regression analysis showed that physical condition, whether or not you have attended academic conferences or whether or not you have participated in fund research projects, transformational leadership and psychological empowerment were the main factors on nurses' innovative behaviour, together explaining 64.5% of the total variance.

## Conclusion

Promotion of transformational leadership and psychological empowerment is vital for nurses to promote innovation, thereby meeting the urgent demand for innovative nurses and the rapid development of nursing disciplines.

## Implications for Nursing Management

This study highlights the importance of transformational leadership in developing nurses' innovative behaviours. Understanding the role of psychological empowerment can help nurse managers formulate relevant intervention strategies and cultivate nurses' innovative behaviour.

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# Identification of telehealth nursing approaches in the light of the COVID-19 pandemic—A literature review

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## ABSTRACT (ENGLISH)

### Aims

This study aimed to identify recommendations for quality nursing care provision, focusing on the possibilities of delivering telehealth nursing at the national level in the Czech Republic.

### Background

The significant growth in the use of technology in health care has changed the environment for patient care and how health care is provided. The COVID-19 pandemic has shown the requirement for telemedicine use in everyday clinical practice.

### Evaluation

A literature review aims to find guidelines, recommendations, manuals, standards or consensus papers published in 2017–2022.

### Key Issues

In total, 12 guidelines were identified. Based on a critical evaluation carried out by two experts, the World Health Organization guideline focused on digital interventions to strengthen the health system has been identified. This guideline was evaluated to be of the highest quality and in line with the Grading of Recommendations, Assessment, Development and Evaluations methodology.

### Conclusion

The provision of telemedicine nursing interventions is currently limited at the national level and is not entirely accepted in reimbursement yet. The interprofessional collaboration will be initiated to make recommendations for specific patient groups.

### Implications for Nursing Management

Selected guidelines can be recommended for national adoption to set up and support nursing interventions in telemedicine, including nursing management settings.

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# Caregivers' experiences and perspectives on caring for the elderly during the COVID-19 pandemic: A qualitative systematic review

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## ABSTRACT (ENGLISH)

### Aims

The goal of this study was to explore caregivers' experiences, perspectives, emotions, knowledge and needs in caring for older people during the COVID-19 pandemic. These included, but were not limited to, experiences in hospital care, home care and nursing home care.

### Background

Because of the high mortality rate associated with the COVID-19 pandemic, senior care is critical. During the COVID-19 pandemic, caregivers caring for older people have had unique experiences potentially affecting the quality of care provided. This topic has received substantial attention since the start of the pandemic and has been studied by numerous researchers. However, experiences may differ among countries and time periods. In addition, no qualitative systematic reviews on this topic appear to have been published.

### Evaluation

In this systematic review of qualitative studies, data were collected from the following electronic databases: PubMed, Web of Science, Scopus, CINAHL (Cumulative Index to Nursing and Allied Health Literature), Science Direct and PsycINFO. Titles and abstracts were screened according to the inclusion and exclusion criteria, full texts were screened and the methodological quality of included studies was assessed with the Joanna Briggs Institute Critical Appraisal Checklist for Qualitative Research by two independent reviewers.

### Key issue(s)

A total of 141 findings were extracted and aggregated into 20 categories; 6 synthesized findings were identified.

### Conclusion

This review indicates caregivers' experiences and perceptions regarding caring for older people during the COVID-19 pandemic. The results of a qualitative systematic review show that caregivers' emotions, cognitions and knowledge have affected the quality of caregivers' senior care services during the pandemic. Caregivers caring for older adults should practise self-awareness, understanding their knowledge and attitudes to improve the quality of senior care. Moreover, health care administrators and policymakers should make concerted efforts to cultivate a better working environment.

### Implications for Nursing Management

Managers should formulate timely and effective management strategies. During the COVID-19 pandemic, the workload of caregivers has increased, thus requiring better scheduling by managers. Furthermore, managers should consider the negative emotions of caregivers and prevent negative emotions from affecting their work. Besides, virtual technology should be applied to senior care and psychological support be provided for caregivers in this special care setting.

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# Experiences and perceptions of final-year nursing students of using a chatbot in a simulated emergency situation: A qualitative study

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## ABSTRACT (ENGLISH)

### Aim

The aim of this study is to explore the experiences and perceptions of final-year nursing students on the acceptability and feasibility of using a chatbot for clinical decision-making and patient safety.

### Background

The effective and inclusive use of new technologies such as conversational agents or chatbots could support nurses in increasing evidence-based care and decreasing low-quality services.

### Methods

A descriptive qualitative study was used through focus group interviews. The data analysis was conducted using a thematic analysis.

### Results

This study included 114 participants. After our data analysis, two main themes emerged: (i) experiences in the use of a chatbot service for clinical decision-making and (ii) integrating conversational agents into the organizational safety culture.

### Conclusions

The findings of our study provide preliminary support for the acceptability and feasibility of adopting SafeBot, a chatbot for clinical decision-making and patient safety. Our results revealed substantial recommendations for refining navigation, layout and content, as well as useful insights to support its acceptance in real nursing practice.

### Implications for Nursing Management

Leaders and managers may well see artificial intelligence-based conversational agents like SafeBot as a potential solution in modern nursing practice for effective problem-solving resolution, innovative staffing and nursing care delivery models at the bedside and criteria for measuring and ensure quality and patient safety.

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## Experiences of nurses diagnosed with COVID-19 and recovered: A qualitative research

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## ABSTRACT (ENGLISH)

### Aim

This study aimed to explain the feelings and experiences of nurses who survived COVID-19 in their care and recovery processes, based on Watson's theory of human caring.

### Background

The COVID-19 pandemic was an extraordinary time when nurses both took care of their patients and dealt with their illness by catching the disease themselves. In this process, nurses who contracted the disease experienced the fear of transmitting the disease to their relatives.

### Method

A qualitative descriptive research design was used in this study. The sample consists of 15 nurses selected by the convenience sampling method and diagnosed with COVID-19 and recovered. The data were collected in face-to-face interviews using the individual in-depth interview method through a semi-structured interview form. A thematic analysis was performed on the data according to the 10 carative factors of Watson's theory of human caring.

### Results

It was determined that the spiritual and professional difficulties experienced by nurses who recovered from COVID-19 during the disease and symptom management process were the fear of death, infecting their family members and losing them, and the importance of life.

### Conclusion

It is considered that care practices based on Watson's theory of human caring will be beneficial in the management of these processes.

### Implications for Nursing Management

Nurses diagnosed with COVID-19 should be supported by the nursing management during their illness so that their negative experiences will not be repeated. Watson's theory of human caring can help eliminate this sense of fear and loss.

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# Delphi survey on the application of advanced practice nursing competencies: Strong points and unfinished business in cancer care

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## ABSTRACT (ENGLISH)

### Aim

This study assessed the application of advanced practice nursing competencies in cancer care to identify obstacles to their full implementation.

### Background

Internationally, the implementation of advanced practice nursing roles depends on the context and environment, which shape the definition, scope and competencies associated with these roles.

### Methods

Nurses participated in two rounds of an online Delphi survey about the competencies of advanced practice oncology nurses. The threshold for expert consensus was set at 75%.

### Results

Eleven competency domains were proposed; all yielded consensus of over 75%. However, for 57.8% of the specific competencies proposed in round 1 and for 62.2% in round 2, there was no consensus on which were applied in practice. There was more agreement on the competencies applied in the domains of direct clinical practice, consultation and collaboration and interprofessional relations than in dimensions such as health care promotion, quality improvement, evidence-based practice and research. Barriers related to unimplemented competencies were identified.

### Conclusions

The competencies applied in advanced practice nursing reflect incomplete development of these roles. Domains related to direct clinical practice, consultation and collaboration and interprofessional relations are relatively well developed, whereas those related to leadership, research, evidence-based practice and quality improvement are not. The identified barriers hindering implementation of some competencies can inform strategies to develop this role in cancer care.

### Implications for Nursing Management

Hospital administrators and nurse managers should reflect and be mindful of the development of advanced practice nurse (APN) competencies along with the challenges associated with implementing advanced practice roles.

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# Identifying nursing sensitive indicators from electronic health records in acute cardiac care—Towards intelligent automated assessment of care quality

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## ABSTRACT (ENGLISH)

### Aim

The aim of this study is to explore the potential of using electronic health records for assessment of nursing care quality through nursing-sensitive indicators in acute cardiac care.

### Background

Nursing care quality is a multifaceted phenomenon, making a holistic assessment of it difficult. Quality assessment systems in acute cardiac care units could benefit from big data-based solutions that automatically extract and help interpret data from electronic health records.

### Methods

This is a deductive descriptive study that followed the theory of value-added analysis. A random sample from electronic health records of 230 patients was analysed for selected indicators. The data included documentation in structured and free-text format.

### Results

One thousand six hundred seventy-six expressions were extracted and divided into (1) established and (2) unestablished expressions, providing positive, neutral and negative descriptions related to care quality.

### Conclusions

Electronic health records provide a potential source of information for information systems to support assessment of care quality. More research is warranted to develop, test and evaluate the effectiveness of such tools in practice.

### Implications for Nursing Management

Knowledge-based health care management would benefit from the development and implementation of advanced information systems, which use continuously generated already available real-time big data for improved data access and interpretation to better support nursing management in quality assessment.

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# Association between triage nurses' job satisfaction and professional capability: Results of a mixed-method study

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## ABSTRACT (ENGLISH)

### Aim

This study aims to examine factors related to the job satisfaction of triaging nurses and their professional capability in the clinical setting.

### Background



Triage is a complex process that relies on making decisions in favour of the patient and his treatment. The professional capability of a triaging nurse is an important psychological construct of job satisfaction.

#### **Methods**

The study used a mixed-method methodology, with data collection based on an explanatory research design. The research instrument in the quantitative part was a survey questionnaire, and in the qualitative part, a semi-structured interview. The results were integrated using the 'Pillar Integration Process'.

#### **Results**

There are significant relationships between professional capability and job satisfaction. Six main topics were exposed: characteristics and traits, work organization, safety is the key, burdening circumstances, capability and self-evaluation.

#### **Conclusion**

Professional capability is associated with job satisfaction. The necessary managerial changes should be made to achieve job satisfaction and develop professional competence while focusing on already trained and competent triage nurses, as satisfied triage nurses will stay longer in the institution.

#### **Implications for Nursing Management**

The manager's job is to be aware of the level of job satisfaction, take care to develop their employee's professional capability and take action in case of disrupted balance.

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# Integrating sustainability development education program in nursing to challenge practice among nursing interns in health care

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## **ABSTRACT (ENGLISH)**

### **Aim**

This study aimed to investigate the Integrating Sustainability Development Education Program in Nursing to Challenge Practice Among Nursing Interns in Health Care.

### **Background**

The combination of sustainable development and climate change in health care delivery benefits from the apparent environmental changes.

### **Subjects and Methods**

The quasi-experimental, cross-sectional, comparative study included 160 nursing interns who completed the intervention. Both genders were assigned to Saudi ( $N=80$ ) and Egyptian nursing interns ( $N=80$ ). Data was collected using a self-administered questionnaire, which included the Sustainability Consciousness Questionnaire and the Sustainability Attitudes in Nursing Survey.

### **Results**

A statistically significant difference was found between student nurses' knowledge, attitude and behaviour during pre-intervention and post-intervention, as well as in student nurses' sustainability development dimension

effectiveness after than before program implementation.

### **Conclusion**

The program had a significant effect on all sustainability development domains and a large effect on total sustainability development during post-intervention. This study recommended that educational programs can upgrade sustainability development and challenge practice levels.

### **Implications for Nursing Management**

Sustainable development is the future of management and is the next phase of management innovation. Sustainability, in the context of health care, is about progress in high-quality patient care delivery for all by promoting the three elements of sustainable development: environmental, social and financial. Nurses play a significant leadership role in addressing environmental sustainability and climate change.

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# Association between coping strategies and professional quality of life in nurses and physicians during COVID-19: A cross-sectional study

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## **ABSTRACT (ENGLISH)**

### **Aim**

To explore the associations between coping strategies (social support, avoidance strategies, positive attitude, problem orientation, and transcendent orientation) and professional quality of life (compassion satisfaction, burnout, and secondary traumatic stress) of nurses and physicians during COVID-19.

### **Background**

Little is known about the association between the way health care workers cope with stress and their professional quality of life during the unusual circumstances that the COVID-19 pandemic imposed.

### **Methods**

A single-centre cross-sectional observational study was conducted with health care professionals ( $n=143$ ). The Professional Quality of Life scale Version 5 and the Italian Version of the Coping Orientations to the Problems Experienced measured the professional quality of life and coping strategies, respectively.

### **Results**

Avoidance, problem orientation and social support coping worsened professional quality of life, whereas a positive attitude improved it.

### **Conclusions**

This study on the relationship between coping strategies and the professional quality of life during health

emergencies like the COVID-19 pandemic can inform interventions aiming to foster functional coping strategies in health care personnel to sustain their professional quality of life.

### **Implications for Nursing Management**

Identifying people at greater risk of burnout and secondary traumatic stress can guide tailored interventions to improve health care workers' wellbeing. Increased professional quality of life might turn in improved quality of care and reduced absenteeism and intention to leave.

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# Artificial intelligence and robot nurses: From nurse managers' perspective: A descriptive cross-sectional study

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## **ABSTRACT (ENGLISH)**

### **Aim**

This research was planned to identify nurse managers' opinions on artificial intelligence and robot nurses.

### **Background**

As the concepts of artificial intelligence and robot nurses are becoming widespread in Turkey, nurse managers are expected to guide and cooperate with nurses in the future in regard to these technologies.

### **Methods**

The sample of the study consisted of 326 manager nurses, who were reached via the online questionnaire during the period of September to November 2021. A Nurse Managers Information Form and a Question Form on Artificial Intelligence and Robot Nurses were used to collect data. Data in this cross-sectional descriptive study were collected between September 2021 and November 2021 by the online survey method. The descriptive statistics of the data were analysed with numbers and percentages. The difference between the knowledge of artificial intelligence and robot nurses and demographic characteristics was analysed with the chi-square test.

### **Results**

According to the findings, 66.9% of the nurse managers reported having heard the concepts of artificial intelligence and robot nurses previously. 67.2% stated that they thought that robot nurses would benefit the nursing profession, but 86.2% voiced disbelief that robots would replace nurses.

### **Conclusions**

The majority of the participating nurse managers reported that artificial intelligence and robot nurses would not replace nurses but would be beneficial for nurses and would reduce their workload.

### **Implications for Nursing Management**

It should be ensured that the nurse managers plan the areas in the hospital where artificial intelligence and robot

nurses will be used and determine the possible risks. Awareness should be increased with in-service trainings, and patient safety and ethical problems regarding the use of artificial intelligence and robot nurses should be identified.

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# An integrative review on the maternal health literacy among maternal and child workers

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## ABSTRACT (ENGLISH)

### Aims

This study aim to capture the most comprehensive evidence-based dimensions of maternal health literacy, including summarizing the definitions, theoretical frameworks, measuring instruments, and the association between maternal health literacy and health behaviours.

### Background

Maternal health literacy has been recognized as an important approach to achieving high-quality maternal and child health; however, little is known about maternal health literacy comprehensively and scientifically.

### Evaluation

An integrative review retrieved articles from 11 databases, following the methodology of Whitemore and Knaf. Inductive content analysis and narrative synthesis were conducted, guided by the aim of this review.

### Key issues

A total of 5580 articles were retrieved and 23 articles were finally identified. Existing definitions and theoretical frameworks took less consideration of maternal applicability and failed to summarize maternal health literacy from a dynamic and systematic perspective. Measurement instruments were set up with many items that make it difficult to quickly screen for poor maternal health literacy. Most articles proved the association between maternal health literacy and health behaviours through correlation analysis or regression analysis but less explored the influence pathways between them.

### Conclusion

The definition and theoretical framework need to focus on maternal applicability and explain the process of individual mothers acquiring and understanding health knowledge and skills from a dynamic and systematic perspective. A rapid instrument for maternal health literacy should be developed and high-quality empirical research was conducted to understand the associated mechanisms between maternal health literacy and health behaviours.

### Implications for Nursing Management

It is necessary to strengthen maternal and child health education of primary health care nurses and enhance their ability to help perinatal women use maternal and child health information effectively.

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# Organizational citizenship behaviour as a protective factor against the occurrence of adverse nursing-sensitive outcomes: A multilevel investigation

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## ABSTRACT (ENGLISH)

### Aims

This study aimed to investigate the association between organizational citizenship behaviour enacted by nurses and the occurrence of adverse nursing-sensitive patient outcomes.

### Background

Managing psychosocial factors (i.e., aspects concerning the work environment) is key to ensure patient safety, to prevent exacerbation of case complexity and to cope with critical shortages in human and financial resources.

### Methods

Self-report measures of nurses' organizational citizenship behaviour were combined with objective data on the incidence of adverse nursing-sensitive outcomes (i.e., pressure ulcers and restraint use) collected through patients' medical records. Participants were 11,345 patients and 1346 nurses across 52 teams working in 14 Italian hospitals. Data were analysed using multilevel binary logistic regression models.

### Results

A negative relationship between nurses' organizational citizenship behaviour and restraint use was identified, with an odds ratio of 0.11. Thus, for a one-unit higher organizational citizenship behaviour score, the odds of using restraints shrink to about one eighth of the previous level.

### Conclusions

Intervention strategies to foster the implementation of organizational citizenship behaviour among nurses may inhibit the occurrence of critical outcomes affecting patients' health and well-being (i.e., using restraint devices).

### Implications for Nursing Management

In health care organizations, shaping a psychosocial environment encouraging organizational citizenship behaviour can mitigate the occurrence of adverse nursing-sensitive outcomes such as restraint use on patients.

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## Nursing bedside handover in an intensive care unit with a mixed structure: Nursing professionals'



# perception

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## ABSTRACT (ENGLISH)

### Aim

The main objective is to determine if the infrastructure of critical care units influences the perception of professionals using this handover method.

### Background

Nursing bedside handover is considered a safe information transfer method that can help reduce communication errors; however, it has some disadvantages expressed by health professionals and patients, related to confidentiality, stress and less rest.

### Methods

Qualitative descriptive study. The perception of nursing professionals who work in a critical care unit with a mixed structure (open and closed boxes) in a tertiary care hospital was evaluated through a semi-structured interview with a battery of common questions (prepared after literature review) and spontaneous questions according to the objectives of the study.

### Results

Five thematic areas related to the study objectives were observed: patient safety, message content, confidentiality/privacy, intimacy/rest/noise, and patient participation.

### Conclusions

Nursing bedside handover improves safe communication between professionals, because it avoids errors or distractions by double or triple checking (if we include the patient) as well as empowering the patient and including him in his recovery. Carrying it out in closed boxes increases confidentiality and improves intimacy as there are no other patients or relatives nearby who can hear the message. However, the place or shift where the handover is performed does not interfere with the effectiveness of the communication of the message. The morning shift is the busiest, which could affect the patient's rest, a fact that could be solved if it is carried out in a closed box.

### Implications for Nursing Management

Carrying out the handover in individual boxes in intensive care units would provide greater privacy to the patient and reduce the perception of external noise, contributing to the reduction of interruptions and the increase of the patient's rest. It is also a key element in patient safety through verification by double or triple check-up, the structuring of the message and the visualization of devices presented by the patient. In addition, it will allow the professional to start a process of early humanization and participation of the patient in the health process.

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## How do ethically competent nurses behave in clinical nursing practice? A qualitative study

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; Kim, Sunghee <sup>1</sup>

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## ABSTRACT (ENGLISH)

### Aim

This study explored how ethically competent nurses behave in clinical nursing practice.

### Background

Nurses' ethical competency is crucial in nursing practice as it promotes patients' safety and quality of care.

### Methods

Using a purposive sampling technique, 20 clinical nurses in South Korea were interviewed via an online video platform. The data were analysed using a thematic analysis based on phenomenological approach.

### Results

The main theme found among the participating nurses' ethical competency was caring beyond egocentrism, with two subthemes: (1) patient-centred care based on compassion and (2) responsible behaviour based on nursing professionalism. Factors that enabled this included (1) reasonable work conditions, (2) interpersonal relationships, and (3) nurses' rich personal experiences.

### Conclusions

Nurses' ethical competency depends on how far they can move away from their own egocentrism and act for their clients' benefit, wherein an appropriate workload and warm human relationships with one's colleagues are essential. Nurses should thus receive education on ethics and professionalism and participate in volunteer and leisure activities that cultivate their degree of empathy.

### Implication for Nursing Management

Nursing leaders and managers should understand nurses' ethical competency and its enabling factors to devise effective strategies to promote it.

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## Nurses and the doctorate: A mixed study in French health care organizations

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## ABSTRACT (ENGLISH)

## **Aim**

This research aims to understand the place and role of nurses holding a PhD or PhD students (nurse doctor [ND]/nurse doctoral students [NDS]) in health care organizations in France.

## **Context**

Worldwide, many nurses are undertaking doctoral studies. France is no exception. However, in France, there is no doctorate dedicated to nursing. The question of ND/NDS integration into health organizations is thus raised in a specific manner.

## **Methods**

We used a two-stage mixed methodology. The first stage used data from questionnaires that were sent to 165 ND/NDS in France. To contextualize issues raised by these data, we used qualitative methods which comprised 45 semi-structured interviews with nurses, 10 interviews with health managers and chief nurses and 27 h of in situ observations with research coordinators.

## **Results**

Seventy-nine participants (47.9% response rate) completed questionnaires. The data showed that work organization in some departments—intensive care units (ICUs), oncology and psychiatry—favoured the development of scientific expertise among nurses. Favourable elements promoting the professional and academic development of ND/NDS included the potential for medical teaching in healthcare services, participation in research projects and, most importantly, medical proximity. Conversely, our data also identified poor visibility and recognition of nursing doctoral courses in French health organizations: A lack of task missions, a lack of suitable posts and poor integration into the nursing profession. Currently, French nurses define their profession as providing direct care to patients and their families—yet this definition fails to consider other important professional elements, such as research.

## **Conclusions**

Our study identified how proper ND/NDS integration is important to health care organizations. We identified key organization factors facilitating the integration of ND/NDS, such as participating in research teams and providing research support management.

## **Implications for Nursing Management**

In recent years, the nursing profession has significantly evolved. We are interested in the impact of these changes in work organizations following the development of new scientific skills. Our study investigates all aspects of the nursing profession (teaching, practice, research and organizations).

Our study advocates managerial roles, among others, to improve ND and NDS integration into work organizations. We directly observed work organizations that helped develop nursing research. Our study is also aimed at managers who have roles as decision-makers in promoting and facilitating research and nurse researchers.

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# Stressors, coping strategies and intention to leave the nursing profession: A cross-sectional nationwide study in China

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## ABSTRACT (ENGLISH)

### Aims

This study aims to investigate the association between stressors, coping strategies and intention to leave the nursing profession among nurses.

### Background

Job stressors and coping strategies are believed to affect turnover intention among nurses, but no large-scale study has been conducted on these associations in China yet.

### Method

A cross-sectional secondary analysis was conducted among 51,406 nurses from 1858 hospitals. Univariable and multivariable logistic regression analyses were carried out, and odds ratios were reported.

### Results

Overall, 49.58% nurses had an intention to leave the profession. It is found that stress from health condition, family, occupational injuries, nurse–patient tension, high job demands, strict leaders and colleague relationships were significantly associated with higher intention to leave. Coping strategies such as talking to family and friends, talking to leaders, doing outdoor activities, engaging in hobbies and attending on-the-job training were significantly associated with lower intention, but social gathering, psychological counselling and suffering in silence had an opposite effect.

### Conclusions

Our study provides new insights into the association between stressors, coping strategies and turnover intention among nurses in China.

### Implications for Nursing Management

Evidence from this study indicates that policies promoting a safe and supportive work environment should be developed to help nurses cope with stress.

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## UK nurses' and midwives' experiences of healthful leadership practices during the COVID-19 pandemic: A rapid realist review

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## ABSTRACT (ENGLISH)

### Aim

We aim to explore healthful leadership practices in nursing and midwifery evident within the COVID-19 pandemic in the United Kingdom, the contextual facilitators, barriers and outcomes.

### Background

Globally, the health and care sectors are under pressure and despite nurses and other professionals, demonstrating resilience and resourcefulness in the COVID-19 pandemic; this has negatively impacted on their health and wellbeing and on patient care.

### Evaluation

Two searches were conducted in July 2021 and December 2021. Inclusion/exclusion criteria were identified to refine the search, including papers written since the beginning of the pandemic in 2020. A total of 38 papers were included principally from the United States and United Kingdom. Ten were research papers; the others were commentaries, opinion pieces and editorials. MS Teams literature repository was created. A unique critical appraisal tool was devised to capture *contexts*, *mechanisms* and *outcomes* whilst reflecting more standardized tools, that is, the Critical Appraisal Skills Programme and the Authority, Accuracy, Coverage, Objectivity and Date tool for reviewing grey literature to refine the search further.

### Key issues

Six tentative theories of healthful leadership emerged from the literature around leadership strategies, which are relational, *being visible and present*; *being open and engaging*; *caring for self and others*; *embodying values*; *being prepared and preparing others*; and *using available information and support*. Contextual factors that enable healthful leadership practices are in the main, created by leaders' values, attributes and style. The literature suggests that leaders who embody values of compassion, empathy, courage and authenticity create conditions for positive and healthful relations between leaders and others. Nurse and midwives' voices are however absent from the literature in this review.

### Conclusion

Current available literature would suggest healthful leadership practices are not prioritized by nurse leaders. Perspectives of nurses' and midwives' about the impact of such practices on their wellbeing is also missing. Tentative theories are offered as a means of identifying healthful leadership strategies, the context that enable these and potential outcomes for nurses and midwives. These will be explored in phase two of this study.

### Implications for Nursing Management

Nurse leaders must be adequately prepared to create working environments that support nurses' and midwives' wellbeing, so that they may be able to provide high-quality care. Ensuring a supportive organizational culture, which embodies the values of healthfulness, may help to mitigate the impact of the COVID-19 pandemic on nurses' and midwives' wellbeing in the immediate aftermath and going forward.

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# Understanding the gender gap in advanced practice nursing: A qualitative study

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## ABSTRACT (ENGLISH)

### Aims

We aim to explore the perceptions of registered nurses undergoing the advanced practice nurse preparatory programme and of advanced practice nurses towards the recruitment of men into the advanced practice nursing workforce.

### Background

Given the need to expand and diversify the advanced practice nursing workforce, it is important to recognize the potential implications of gender disparity. It is critical to understand why few males are recruited into the advanced practice nursing preparatory programme and to determine whether gender-related bias is present in the professional development of nurses.

### Method

We use a descriptive qualitative design. Semi-structured interviews were conducted via Zoom (April to August 2021).

### Results

Three themes were generated: 'The odds are eventually in the favour of men', 'The APN career-track is unpopular among men', and 'Balancing the gender gap in the APN workforce'. All themes are supported by three subthemes.

### Conclusions

Although males in nursing enjoy opportunistic advantages in entering the advanced practice nursing workforce, they are not interested in the role and not staying long enough in the nursing profession to become advanced practice nurses.

### Implications for Nursing Management

Nurse managers should be more cognizant of the different social stereotypes faced by males and females in nursing. With such awareness, they can be more supportive and less biased in career counselling and job appraisals.

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# The role of artificial intelligence in enhancing clinical nursing care: A scoping review

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## ABSTRACT (ENGLISH)

### Aim

To present an overview of how artificial intelligence has been used to improve clinical nursing care.

### Background

Artificial intelligence has been reshaping the healthcare industry but little is known about its applicability in

enhancing nursing care.

### **Evaluation**

A scoping review was conducted. Seven electronic databases (CINAHL, Cochrane Library, EMBASE, IEEE Xplore, PubMed, Scopus, and Web of Science) were searched from 1 January 2010 till 20 December 2020. Grey literature and reference lists of included articles were also searched.

### **Key issues**

Thirty-seven studies encapsulating the use of artificial intelligence in improving clinical nursing care were included in this review. Six use cases were identified - documentation, formulating nursing diagnoses, formulating nursing care plans, patient monitoring, patient care prediction such as falls prediction (most common) and wound management. Various techniques of machine learning and classification were used for predictive analyses and to improve nurses' preparedness and management of patients' conditions

### **Conclusion**

This review highlighted the potential of artificial intelligence in improving the quality of nursing care. However, more randomized controlled trials in real-life healthcare settings should be conducted to enhance the rigor of evidence.

### **Implications for Nursing Management**

Education in the application of artificial intelligence should be promoted to empower nurses to lead technological transformations and not passively trail behind others.

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# Technology-based support for stroke caregiving: A rapid review of evidence

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## ABSTRACT (ENGLISH)

### Aim

This rapid review examines the technology-based interventions for caregivers of stroke proposed in the literature while also identifying the acceptance, effectiveness and satisfaction of the implemented approaches.

### Background

The increasing burden of supporting stroke survivors has resulted in caregivers searching for innovative solutions, such as technology-based interventions, to provide better care. Hence, its potential to support caregivers throughout the disease trajectory needs to be assessed.

### Evaluation

Five electronic databases were systematically searched for articles related to stroke caregiving technologies based on well-defined inclusion and exclusion criteria.

### Key issue(s)

Fifteen articles met the inclusion criteria that focused on supporting caregivers through functionalities such as education, therapy and support, remote consultations, health assessments and logs and reminders using different devices. The majority of interventions demonstrated positive conclusions for caregiving impact, acceptance, effectiveness and satisfaction.

### Conclusion

Findings highlight the influences of technology in improving stroke caregiving and the need to include user-centred design principles to create a meaningful, actionable and feasible system for caregivers.

### Implications for nursing management

Technology can educate and support stroke caregivers, thereby minimizing uncertainty and ensuring better care for the survivor.

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## Gender awareness is also nurses' business: Measuring sensitivity and role ideology towards patients

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## ABSTRACT (ENGLISH)



## Aim

This study aims to validate the Nijmegen Gender Awareness in Medicine Scale, which assesses gender sensitivity and gender-role ideology towards patients in the Spanish language for use among physicians and nurses.

## Background

Women are more likely to suffer pain, delays and health consequences related to low therapeutic effort. Health professionals' gender awareness may minimize such bias; however, the only instrument to assess such awareness is limited to physicians and lacks a Spanish version.

## Methods

After using the back-translation method, a sample of 167 Spanish nurses and nursing students completed the instrument. In order to obtain additional validity evidence, 98 health professionals filled in gender sensitivity and gender-role ideology towards patients' subscales and the short versions of the Ambivalent Sexism Inventory.

## Results

Gender-role ideology towards patients correlated strongly with sexist attitudes, demonstrating convergent validity, and Cronbach's alpha coefficients showed an adequate internal consistency.

## Conclusions

Nijmegen Gender Awareness in Medicine Scale perfectly applies to nurse population, and this adaptation also broadens its use for Spanish professionals.

## Implications for Nursing Management

Nurse managers and educators can use this applicable tool to treat low gender awareness levels as a modifiable risk factor and promote a gender-sensitive caring culture.

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# Work environment, resilience, burnout, intent to leave during COVID pandemic among nurse leaders: A cross-sectional study

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## ABSTRACT (ENGLISH)

### Aims

The aims of this work are to (1) investigate the work environment, resilience, burnout, and turnover intention and (2) examine how work environment and personal resilience impact burnout and turnover intention among nurse leaders in the midst of the COVID-19 crisis.

### Background

The COVID-19 pandemic introduced tremendous stressors to nurse leaders, for example, managing the complex staffing situation while balancing patients' and family's needs.

### Methods

During May to September 2021, an electronic survey was sent out to nurse leaders in Birmingham, Alabama, USA, and surrounding areas.

## Results

Fifty-six respondents were included in the study. The composite score of the work environment measure was moderately to highly related to resilience [ $\rho$  (rho) = .59] and burnout [ $\rho$  = -.63 to -.68] but had small association to intent to leave [ $\rho$  = -.30]. The resilience was highly correlated to burnout [ $\rho$  = -.53 to -.59] and moderately associated to intent to leave [ $\rho$  = -.32].

## Conclusions

A better work environment for nurse leaders is related to higher resilience, lower burnout, and lower turnover intention. Resilience impacts burnout and turnover intention among nurse leaders.

## Implications for Nursing Management

Health care organizations and stakeholders should implement effective strategies to improve the work environment, which could lead to enhanced resilience, reduced burnout, and lower turnover intention of their nurse leaders especially during and following this pandemic.

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# Nurse scheduling in COVID-19-designated hospitals in China: A nationwide cross-sectional survey

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## ABSTRACT (ENGLISH)

### Aim

This study aimed to investigate scheduling in COVID-19-designated hospitals, including working hours, rest days, adverse nursing outcomes and their relationship.

### Background

Hospitals are at the forefront of COVID-19 prevention and control, and nurses are the main force on the frontline of the epidemic. Nursing shift is one of the most relevant and pressing issues for frontline nurses. However, there is a lack of national, large-sample surveys on scheduling and adverse nursing outcomes in COVID-19-designated hospitals.

### Methods

Using a cross-sectional online survey, we used nurse-reported data to measure the characteristics of the work setting, samples and work schedule. A descriptive analysis was performed to assess the shift status and adverse outcomes of designated hospitals and frontline nurses. Logistic regression analysis was performed to determine the association between them.

### Results

Basic data were collected from 217 departments of 69 COVID-19-designated hospitals in 31 provinces in China. Nurses in the severe isolation ward worked mainly for 4 h per shift, whereas those in the fever clinic and observation ward worked mainly for 6–8 h. Half of the nurses had only 1 day of rest per week. Long working hours, lack of adequate rest time and overtime can seriously affect the quality and safety of nurses' work, resulting in adverse outcomes. Frontline nurses hope that scheduling guarantees the time to rest while ensuring fairness.

### Conclusions

The current evidence showed that frontline nurses were faced with long working hours, insufficient rest and overtime, which has a negative impact on nurse satisfaction, physical and mental health and quality of care. The government, hospitals and administrators still face many problems to overcome in their nursing schedules.

### **Implications for Nursing Management**

Governments and hospitals should take these factors, such as the work setting characteristics and demographic features of the frontline nurses, into account when selecting nurses to fight COVID-19. Nurses have different working hours in different types of coronavirus unit; therefore, nursing managers should consider the working environment and nursing schedule needs, and in the future, we should pay attention to the fairness of nurses while ensuring their rest.

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# The effect of multicomponent approach in enhancing the level of confidence with evidence-based practice activities and promoting evidence-based practice culture among nurses in a clinical setting in the United Arab Emirates

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## **ABSTRACT (ENGLISH)**

### **Aim**

The aim of this work is to examine the effect of multicomponent interventions on enhancing the level of confidence of staff nurses with evidence-based practice in an acute care hospital in the United Arab Emirates.

### **Background**

Evidence-based practice is one of the strategic pillars of nursing practice and a key to organizational success. To effectively implement and sustain evidence-based practice programmes in clinical sites, well-designed implementations can promote staff attitude, knowledge, skills, and confidence in translating research evidence into optimal patient care.

### **Methods**

Experienced and bachelor prepared nurse managers in collaboration with the clinical resource nurse undertook condensed staff training and interventions for the evidence-based practice programme, where 70 registered nurses participated. The intervention was conducted over a period of time extending from December 2019 until December 2020. The study design is quasi-experimental using the pre- and post-Self Efficacy Assessment tool to gauge the nurses' confidence in evidence-based practice. Also, SPSS software was used to explore the effect of the programme.

### **Results**

Higher significant score on the evidence-based nursing practice self-efficacy scale postprogramme was noted ( $t = -7.667$  and  $p$  value  $<.001$ ).

### **Conclusion**

Participating in a well-structured evidence-based practice programme would positively enhance the nurse's

confidence in the programme implementation and promote an evidence-based practice culture in clinical settings.

### **Implications for Nursing Managers**

Nurse managers must recognize their critical role in promoting evidence-based practice among nurses. A focused and well-designed intervention may assist in establishing a culture of evidence-based practice to ensure the best patient outcome.

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# Quality and efficiency of a standardized e-handover system for pediatric nursing: A prospective interventional study

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## **ABSTRACT (ENGLISH)**

### **Aim**

This study examined the effect on pediatric nursing handover quality and efficiency when a standardized e-handover system was implemented.

### **Background**

Handover quality is an important aspect of nursing quality management; however, handover quality among nursing staff is poor.

### **Methods**

A prospective interventional study was carried out in a general pediatrics ward from December 2019 to November 2020. The tools included a standardized e-handover system. The intervention strategies included workflow remodeling and employee training on oral handover using the standardized e-handover system.

### **Results**

The omission frequency of critical handover elements decreased from 47.32% to 2.94% ( $p < .01$ ), among which the omission frequencies of nine out of 16 key elements significantly decreased. Integrity also showed improvement. Specifically, the integrity of five types of critical information was significantly improved, including vital signs, signs and symptoms, laboratory test results, radiologic examination results, and treatment regimen (2.00 vs. 5.00,  $p < .01$ ; 3.00 vs. 5.00,  $p < .01$ ; 3.00 vs. 5.00,  $p < .01$ ; 5.00 vs. 5.00,  $p = .009$ ; 3.00 vs. 4.00,  $p < .01$ , respectively). Information accuracy was 100%. Workflow and efficiency significantly improved, communication duration with patient/family

during work hours significantly increased (24.00 vs. 56.00,  $p < .01$ ), and prehandover preparation duration significantly decreased (32.00 vs. 2.50,  $p < .01$ ). Nurse handover satisfaction showed improvement ( $56.88 \pm 15.08$  vs.  $74.31 \pm 9.22$ ,  $p < .01$ ).

### Conclusion

The standardized e-handover system effectively improved nurse handover quality, optimized workflow, increased work efficiency, and promoted teamwork.

### Implications for Nursing Management

Standardized e-handover systems have great potential for ensuring the safety of pediatric patients and improving the quality of handover.

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# Covid-19 and personal protective equipment: The experience of nurses engaged in care of Sars-Cov-2 patients: A phenomenological study

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## ABSTRACT (ENGLISH)

### Aim

The study aims to explore the experiences of nurses who have worked in Covid-19 wards providing care for Covid-19 patients.

### Background

During the Covid-19 pandemic, personal protective equipment (PPE) was considered an effective and guaranteed protective measure.

### Methods

This is a descriptive qualitative study with thematically analysed interviews. Twelve nurses working (specify context) were interviewed.

### Result

Three themes emerged from interviews: (1) confidence with PPE used during the Covid-19 crisis, (2) training in the use of PPE and (3) technical requirements for PPE.

### Conclusions

This study clarified the importance of PPE quality and choice in establishing comfort for nurses and providing better patient care. These results could suggest useful elements to improve the PPE products by making them more comfortable for health care workers.

### Implications for nursing management

Our results are important to promote and suggest prevention measures that are as comfortable and suitable as

# Density of nurses and midwives in sub-Saharan Africa: Trends analysis over the period 2004–2016

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## ABSTRACT (ENGLISH)

### Aim

To analyse the trends of density rates of nurses and midwives per population in sub-Saharan Africa over the period from 2004 to 2016.

### Background

Nursing, the largest health care workforce, is actively contributing to the achievement of the Sustainable Development Goals. The African continent is one of the most affected areas by the differences in the density of nurses and midwives indicator.

### Methods

Joinpoint regression analysis was applied to identify significant changes in trends of the density of nurses and midwives from the 50 countries of sub-Saharan Africa.

### Results

From 2004 to 2013, the density of nurses and midwives in sub-Saharan Africa increased significantly from 5.6 to 12.44 per 10,000 population, although it exhibited a increasing trend of a magnitude of 8.3% until 2013 that does not continue from that year.

### Conclusions

Only seven countries show an increasing trend, although in the case of the rest, they do not present any trend that suggests a change in this indicator in the short term.

### Implications for Nursing Management

From a macrolevel nursing management point of view, our study shows the importance of implementing actions that contribute to the increase of the nursing workforce in Africa, essential to achieve the Sustainable Development Goals.

# Association of artificial intelligence use and the retention of elderly caregivers: A cross-sectional study based on empowerment theory

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## ABSTRACT (ENGLISH)

### Aim

The purpose of this study is to investigate how the use of artificial intelligence is associated with the retention of elderly caregivers.

### Background

The turnover of elderly caregivers is high and increasing. Elderly care institutions are beginning to use artificial intelligence to support caregivers in their work, and the use of technology is critical to staff retention. Empowerment of elderly caregivers has been neglected by managers and researchers.

### Methods

This cross-sectional study involved 511 elderly caregivers in 25 elderly institutions. Six validated standardized scales were used for data collection, and the software SPSS and SmartPLS were used for data analysis.

### Results

The quality of artificial intelligence has a significant positive effect on empowerment. Artificial intelligence psychological empowerment ( $\beta = .355, p < .001$ ) and artificial intelligence structural empowerment ( $\beta = .375, p < .001$ ) both had positive effects on retention intention, and the jointly explained variance ( $R^2$ ) was 42.6%.

### Conclusions

The results show that a significant relationship exists between artificial intelligence empowerment and retention intention. Elderly caregivers with more structural empowerment have higher retention intention.

### Implications for Nursing Management

Artificial intelligence suppliers need to pay attention to the role of product quality in elderly care services, continuously improve artificial intelligence quality, and strengthen the application and routine maintenance of artificial intelligence technologies. Elderly care institution managers should pay special attention to artificial intelligence structural empowerment (such as artificial intelligence-related education and training, learning and development opportunities, and resource support).

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# A mixed-methods pilot study of a psychoeducational group programme for nurse managers during the COVID-19 pandemic

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## ABSTRACT (ENGLISH)

### Aim

This mixed-methods pilot study aimed to measure the feasibility and acceptability of a psychoeducational group programme and determine its impact on mental well-being.

### Background

The programme was developed to promote self-care, growth and adaptive coping for nurse managers. The programme themes were resilience, insight, self-compassion and empowerment.

### Methods

The sample included 19 hospital-based nurse managers. Outcomes included post-traumatic growth, resilience, insight, self-compassion, empowerment, perceived stress, burnout and job satisfaction. Paired samples *t* tests were conducted to compare outcomes at baseline to follow-up. Qualitative interviews were conducted. Thematic analysis was used to code the qualitative responses by keyword, which were then aggregated into themes.

### Results

Participants reported higher post-traumatic growth and psychological empowerment after the intervention. The following six themes emerged most consistently from the qualitative interviews: feasibility of the programme, benefits of peer support, sources of stress, barriers to self-care, sources of strength and sustainability of effects.

### Conclusions

The results support the acceptability and feasibility of the psychoeducational group programme.

### Implications for nursing management

Health care organizations can support and promote the implementation of programmes to alleviate burnout and improve mental well-being amid the complex demands of nursing management (ClinicalTrials.gov: NCT04987697).

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# Identification of elderly patients at risk for 30-day readmission: Clinical insight beyond big data prediction

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## ABSTRACT (ENGLISH)

### Aim

This study explores the potential benefit of combining clinicians' risk assessments and the automated 30-day readmission prediction model.

### Background

Automated readmission prediction models based on electronic health records are increasingly applied as part of prevention efforts, but their accuracy is moderate.

### Methods

This prospective multisource study was based on self-reported surveys of clinicians and data from electronic health records. The survey was performed at 15 internal medicine wards of three general Clalit hospitals between May 2016 and June 2017. We examined the degree of concordance between the Preadmission Readmission Detection Model, clinicians' readmission risk classification and the likelihood of actual readmission. Decision trees were developed to classify patients by readmission risk.

### Results

A total of 694 surveys were collected for 371 patients. The disagreement between clinicians' risk assessment and the model was 34.5% for nurses and 33.5% for physicians. The decision tree algorithms identified 22% and 9% (based on nurses and physicians, respectively) of the model's low–medium-risk patients as high risk (accuracy 0.8 and 0.76, respectively).

### Conclusions

Combining the Readmission Model with clinical insight improves the ability to identify high-risk elderly patients.

### Implications for Nursing Management

This study provides algorithms for the decision-making process for selecting high-risk readmission patients based on nurses' evaluations.

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# Artificial intelligence-based intelligent surveillance for reducing nurses' working hours in nurse–patient interaction: A two-wave study

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## ABSTRACT (ENGLISH)

### Aim

To explore the feasibility of applying artificial intelligence in nurse–patient interaction to assist nurses in grasping patient status and reducing their working hours.

### Background

Artificial intelligence has been reshaping the health care industry and has immense potential in nursing care, but there is still a lack of suitable artificial intelligence methods to improve the efficiency of the nurse–patient interaction

that takes much time of nurses.

### **Methods**

An artificial intelligence-based intelligent surveillance system was developed to reduce nurses' working hours in nurse–patient interaction, and a two-wave follow-up design was adopted in this study. The data were collected in a nursing home in Guangzhou, China. The first and second waves of data were recorded in the same format on the same patients by the same nurses. The only difference is the deployment of artificial intelligence technology between the two waves of data.

### **Results**

Artificial intelligence-based intelligent surveillance can provide statistical health data for nurses to grasp the patients' status more intuitively, reducing the average nurse–patient interaction time per patient from 18 to 10 min. In addition, artificial intelligence's real-time response to the abnormal health status of patients not only avoids more serious secondary injuries for patients but also prevents nurses from consuming energy in detecting emergencies.

### **Conclusion**

The application of artificial intelligence has great potential to reduce nurses' working hours in nurse–patient interaction. There are still many limitations in artificial intelligence technology at this stage, and it is not feasible to completely rely on artificial intelligence. However, as a tool to assist decision-making, it can still have beneficial impacts on nursing management.

### **Implications for Nursing Management**

Artificial intelligence has great potential in daily nurse–patient interaction, and nursing facility managers and nurses need to be more open to this new technology.

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# Organizational culture and readiness for evidence-based practice in the Kingdom of Saudi Arabia: A pre-experimental study

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## **ABSTRACT (ENGLISH)**

### **Aim**

This study aims to establish postgraduate students' perceptions of the organizational culture and readiness for evidence-based practice of their workplaces in the Kingdom of Saudi Arabia.

### **Background**

Nurse shortages and a reliance on a transient nurse workforce have long been a challenge in the Kingdom of Saudi Arabia. Developing a home-grown nurse workforce, a key objective of the Government of Saudi Arabia, can help to address this. Evidence-based practice offers a mechanism to address this. Evidence-based practice implementation is heavily reliant on the prevailing organizational culture. Establishing the organizational culture and readiness for

evidence-based practice is crucial for sustainable evidence-based practice implementation.

### Methods

A pre-experimental pilot study collected data from the same participants at three different points. As part of this, a questionnaire measuring organizational culture and readiness for evidence-based practice was administered twice. Descriptive, inferential and correlational statistics were employed to analyse the data.

### Results

Results demonstrated improved participant perceptions of the organizational culture and readiness for evidence-based practice of their workplaces between the first ( $M = 76.58$ ,  $SD = 19.2$ ) and second ( $M = 92.10$ ,  $SD = 23.68$ ) data collection points, indicating moderate movement towards a culture of evidence-based practice. Strengths, challenges and opportunities for improvement were identified.

### Conclusion

This study established participants' perceptions of the organizational culture and readiness for evidence-based practice of their workplaces, affording insight into context-specific strategies to embed evidence-based practice in health care organizations.

### Implications for Nursing Management

Assessing an organization's culture and readiness for evidence-based practice (EBP) can afford insight on the strengths, challenges and opportunities that exist to equip nurse managers to advance evidence-based practice at individual, professional and organizational levels. This study demonstrated the importance of promoting an environment conducive to EBP and putting in place the necessary resources to support evidence-based practice implementation. Nurse managers can play a central role in this.

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# Is there a gap between artificial intelligence applications and priorities in health care and nursing management?

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## ABSTRACT (ENGLISH)

### Aim

The article aims to outline a contrast between three priorities for nursing management proposed a decade ago and key features of the following 10 years of developments on artificial intelligence for health care and nursing management. This analysis intends to contribute to update the international debate on bridging the essence of health care and nursing management priorities and the focus of artificial intelligence developers.

### Background

Artificial intelligence research promises innovative approaches to supporting nurses' clinical decision-making and to conduct tasks not related to patient interaction, including administrative activities and patient records. Yet, even though there has been an increase in international research and development of artificial intelligence applications for nursing care during the past 10 years, it is unclear to what extent the priorities of nursing management have been embedded in the devised artificial intelligence solutions.

#### **Evaluation**

Starting from three priorities for nursing management identified in 2011 in a special issue of the Journal Nursing Management, we went on to identify recent evidence concerning 10 years of artificial intelligence applications developed to support health care management and nursing activities since then.

#### **Key Issue**

The article discusses to what extent priorities in health care and nursing management may have to be revised while adopting artificial intelligence applications or, alternatively, to what extent the direction of artificial intelligence developments may need to be revised to contribute to long acknowledged priorities of nursing management.

#### **Conclusion**

We have identified a conceptual gap between both sets of ideas and provide a discussion on the need to bridge that gap, while admitting that there may have been recent field developments still unreported in scientific literature.

#### **Implications for Nursing Management**

Artificial intelligence developers and health care nursing managers need to be more engaged in coordinating the future development of artificial intelligence applications with a renewed set of nursing management priorities.

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## **Nurses' recovery experiences during the COVID-19 pandemic in Isfahan, Iran: A qualitative study**

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### **ABSTRACT (ENGLISH)**

#### **Aim**

The aim of this study is to explore and describe the recovery experiences of nurses working in COVID-19 wards.

#### **Background**

The global outbreak of coronavirus in 2020 has extracted job stress for nurses. Job stress has impacts on physical and mental health and performance, so recovery is essential to restore the lost energy resources.

#### **Method**

Semi-structured interviews were conducted with 12 nurses in Isfahan city of Iran.

#### **Results**

The research results were extracted as 5 main themes, 14 subthemes and 54 items. The main themes are detachment from work, relaxation, non-work activities, affiliation and meaning. The combination of these themes led to the clear statement that using recovery experiences is a major step toward relieving the nurses' COVID-19-related stress and their physical and mental resuscitation.

## Conclusion

The use of recovery experiences, including detachment from work, relaxation, non-work activities, affiliation and meaning by nurses, helps them cope with job stressors and regain their resources.

## Implications for Nursing Management

It is the responsibility of health system policy makers, hospital managers and nurse managers to design and implement training programmes for nurses to use recovery experiences as stress management techniques in their profession.

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# Managing health care under heavy stress: Effects of the COVID-19 pandemic on care unit managers' ability to support the nurses—A mixed-methods approach

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## ABSTRACT (ENGLISH)

### Aim(s)

This study aims to investigate care unit managers' perceptions of how the COVID-19 pandemic influenced their ability to support the nurses.

### Background

The COVID-19 pandemic placed extreme pressure on health care organizations. More knowledge regarding how the pandemic influenced care unit managers' ability to support nurses is central to ensuring high-quality health care in future crises.

### Method(s)

A mixed-methods study in Swedish hospitals with a survey ( $n=128$ ) and interviews ( $n=20$ ) with care unit managers.

### Results

Approximately half of the managers reported having spent more time available to and supporting the nurses. Availability was positively predicted by their perceived organizational support while negatively by their job demands. These job demands concerned meeting staff anxiety and managing organizational restructuring. Full focus on direct patient care and strong professional and social support were important job resources.

### Conclusion(s)

For care unit managers to effectively support the nurses during a crisis, they need proficient job resources and moderate job demands. Managers' perceived organizational support positively affects the quality of their crisis leadership. Creating arenas in which staff collegiality can form and develop is beneficial for the ability to meet future

crises.

### **Implications for Nursing Management**

This study specifies important job resources that should be acknowledged and reinforced to strengthen the ability of care unit managers to actively support the nurses during a crisis.

## Bibliography

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

Maraş, G., Ceyhan, Ö., & Delen, N. (2022). Intensive care nurses' knowledge and use of a nursing checklist: A cross-sectional survey. *Journal of Nursing Management*, 30(8), 4442-4451. doi:<https://doi.org/10.1111/jonm.13874>

**Aim**This descriptive study was conducted to determine the awareness of nurses working in intensive care units about the daily patient checklist.**Background**Checklists are used in the daily follow-up and evaluation of patients admitted to the intensive care unit.**Method**The research was carried out with 180 nurses through the social media account of the Turkish Intensive Care Specialists Association Nurse Commission between July 2021 and March 2022. Data were collected with a descriptive information form and intensive care unit daily patient checklist. Necessary permissions were obtained before the study.**Results**Among nurses, 45.0% of them got 15 full points from the Checklist. Moreover, 81.1% of the nurses stated that they knew that a checklist should be used to help eliminate the deficiencies of daily care and treatment in the intensive care unit, while 66.7% stated that they used a checklist. It was determined that nurses knew the most about parameters 'Check the daily infection parameters', 'Glycaemic control', 'Therapy', and the least about parameters 'Thromboprophylaxis', 'Ulcer prevention', 'Hypo-hyper delirium' and 'Use a daily checklist'.**Conclusion**It was determined that the level of awareness of intensive care unit nurses about some parameters that should be followed daily for patient care was low.**Implications for Nursing Management**Checklists can be used as a guide for health care professionals in the routine daily evaluation of intensive care unit patients. It is thought that these reminder abbreviations will provide efficiency in preventing the disruption of applications, reducing medical errors, reducing mortality and morbidity, and cost.

Zhan, Y., Yu, J., Zhang, W., Wan, Y., Chen, Y., Wang, Y., & Li, S. (2022). Cognition and practice on transitional care during the transfer from intensive care unit to a general ward among health care professionals: A qualitative study. *Journal of Nursing Management*, 30(8), 4569-4577. doi:<https://doi.org/10.1111/jonm.13878>

**Aim**The aim of this study is to explore the cognition and practice on transitional care during the transfer from intensive care unit to a general ward among health care professionals in China.**Background**Due to the significant differences in the medical and humanistic environment at home and abroad, the safety of patients during the transmission from intensive care unit to the general ward is often ignored when their conditions become stable. There are few qualitative studies on the cognition and practice on transitional care during the transfer from intensive care unit to the ward among health care professionals in China.**Methods**With a qualitative research design, 20 medical and nursing staff in the neurosurgery intensive care unit and ward were interviewed from May 2021 to August 2021. NVivo 11.0 software was utilized for Colaizzi's (1978) method of data analysis.**Results**Based on data analysis, perceptions of transitional care, the influencing factors for transitional care and the recommendations for improving transitional care were obtained.**Conclusion**To ensure the continuity of care and improve patient safety during the period from intensive care unit to a general ward in China, we should clarify the expectation for the content of intensive care unit transitional care services, establish the transitional nursing team, guide nursing work, standardize the handover mode and process from intensive care unit to the general ward, promote the communication and coordination of health care professionals and improve the transitional nursing security system from the perspective of institutional level.**Implications for Nursing Management**This study can be used as a guide to help health care professionals provide a reference for the comprehensive development of transitional care services and the formulation of targeted intervention measures during the transfer from intensive care unit to a general ward in China.

Hye, J. Y., & Lee, H. (2022). Critical role of information and communication technology in nursing during the COVID-19 pandemic: A qualitative study. *Journal of Nursing Management*, 30(8), 3677-3685. doi:<https://doi.org/10.1111/jonm.13880>

**Aim**To examine the need for information and communication technology (ICT)-based nursing care in improving patient management during the pandemic.**Background**Maintaining traditional approaches to nursing in the ongoing coronavirus disease (COVID-19) pandemic predisposes health care systems to a risk of diminished quality of care. Using ICT (real-time videoconferencing, mobile robots and artificial intelligence) could reduce burnout and infection

risks by minimizing face-to-face contact. Method Qualitative descriptive design with content analysis. Results Overall, 24 participants (14 nurses, six medical/nursing informatics experts and four technology experts) were interviewed. Three main themes were extracted: emerging challenges for nurses due to COVID-19, impact of new technology on patient and nurse experiences and concerns with implementation of technology. Conclusion A significant portion of nurses' work was unrelated to professional nursing, causing burnout. ICT could help reduce nurses' burden by facilitating environmental management and non-contact communication and providing emotional support for patients. Implications for Nursing Management Establishing an ICT-based nursing care system that considers the physical environment and communication infrastructure of health care institutions, user's digital health literacy and user safety to effectively manage non-nursing care-related activities and undertake tasks that can be delegated may improve the quality of care for quarantined patients and reduce risk of cross-infection.

Li, X., Cheng, M., & Xu, J. (2022). Leaders' innovation expectation and nurses' innovation behaviour in conjunction with artificial intelligence: The chain mediation of job control and creative self-efficacy. *Journal of Nursing Management*, 30(8), 3806-3816. doi:<https://doi.org/10.1111/jonm.13749>

Aim The aim of this work is to investigate the influence of leaders' innovation expectation on nurses' innovation behaviour in conjunction with artificial intelligence, as well as explore the chain mediating effect of job control and creative self-efficacy between leaders' innovation expectation and nurses' innovation behaviour. Background The nurses' innovation behaviour is crucial in promoting medical artificial intelligence. Thus, clarifying the influencing factors of nurses' innovation behaviour has become a priority. Methods A cross-sectional survey was conducted with 263 Chinese nurses from tertiary hospitals and secondary hospitals in Hefei, Anhui province. Results Leaders' innovation expectation was positively related to nurses' innovation behaviour. Creative self-efficacy and job control respectively mediated the relationship between leaders' innovation expectation and nurses' innovation behaviour. Furthermore, creative self-efficacy and job control played a chain mediation role between leaders' innovation expectation and nurses' innovation behaviour. Conclusion Leaders' innovation expectation helps to enhance nurses' creative self-efficacy and job control, thereby enhancing nurses' enthusiasm for innovation. Implications for Nursing Management Hospital managers and leaders formulate intervention measures to increase leaders' innovation expectation, nurses' creative self-efficacy and job control, and encourage nurses' innovation behaviour.

Gosak, L., Martinović, K., Lorber, M., & Stiglic, G. (2022). Artificial intelligence based prediction models for individuals at risk of multiple diabetic complications: A systematic review of the literature. *Journal of Nursing Management*, 30(8), 3765-3776. doi:<https://doi.org/10.1111/jonm.13894>

Aim The aim of this review is to examine the effectiveness of artificial intelligence in predicting multimorbid diabetes-related complications. Background In diabetic patients, several complications are often present, which have a significant impact on the quality of life; therefore, it is crucial to predict the level of risk for diabetes and its complications. Evaluation International databases PubMed, CINAHL, MEDLINE and Scopus were searched using the terms artificial intelligence, diabetes mellitus and prediction of complications to identify studies on the effectiveness of artificial intelligence for predicting multimorbid diabetes-related complications. The results were organized by outcomes to allow more efficient comparison. Key issues Based on the inclusion/exclusion criteria, 11 articles were included in the final analysis. The most frequently predicted complications were diabetic neuropathy (n=7). Authors included from two to a maximum of 14 complications. The most commonly used prediction models were penalized regression, random forest and Naïve Bayes model neural network. Conclusion The use of artificial intelligence can predict the risks of diabetes complications with greater precision based on available multidimensional datasets and provides an important tool for nurses working in preventive health care. Implications for Nursing Management Using artificial intelligence contributes to a better quality of care, better autonomy of patients in diabetes management and reduction of complications, costs of medical care and mortality.

Fisher, N., Bramley, L., Cooper, J., Sarah Elizabeth Field-Richards, Lymn, J., & Timmons, S. (2022). A qualitative study exploring the influence of a talent management initiative on registered nurses' retention intentions. *Journal of Nursing Management*, 30(8), 4472-4479. doi:<https://doi.org/10.1111/jonm.13885>



**Aim**The aim of this study is to explore the influence of a talent management scheme in an English National Health Service (NHS) Trust on registered nurses' retention intentions.  
**Background**The retention of nurses is a global challenge, and talent management initiatives can play a role in improving retention. Talent management in its broadest sense is a way in which an organization recruits and retains the workforce that it needs to optimize the services it delivers.  
**Methods**In this qualitative study, eight in-depth semi-structured interviews were conducted with registered nurses who had participated in a talent management initiative, at an English acute NHS Trust. Data were collected in July 2019.  
**Results**The talent management initiative influenced positive retention intentions. Retention of nurses was facilitated by the creation of networks and networking.  
**Conclusion**Networks and networking can be viewed as a form of social capital, which was a facilitating factor for positive retention intentions for nurses.  
**Implications for Nursing Management**Talent management initiatives for nurses should be developed and directed to include the building of networks and networking to enable development of social capital. Although this talent management scheme is within the NHS, the issue of nursing retention is global. Application of learning from this paper to other health care systems is possible.

Almotairy, M., Nahari, A., Moafa, H., & Alanazi, A. A. (2022). Work readiness of newly graduated nurses transitioning to practice in Saudi Arabia: A cross-sectional study. *Journal of Nursing Management*, 30(8), 4523-4532. doi:<https://doi.org/10.1111/jonm.13893>

**Aims**To explore work readiness among newly graduated nurses transitioning to practice in Saudi Arabia.  
**Background**Many challenges encounter newly graduated nurses when transitioning to practice. Higher work readiness has been associated with smooth transitioning to practice. However, little is known about work readiness among newly graduated nurses in Saudi Arabia.  
**Methods**Cross-sectional convenience sample of 174 participants.  
**Results**The mean score in work readiness was 338.8 (SD=69.6). Weekly working hours correlated with organizational acumen ( $r = 0.208$ ,  $p \leq 0.01$ ), social intelligence ( $r = 0.217$ ,  $p \leq 0.01$ ), work competence ( $r = 0.173$ ,  $p \leq 0.05$ ) and the number of weeks since the start of internship training ( $r = 0.180$ ,  $p \leq 0.05$ ). There were significant mean differences in a) personal work characteristics based on the country ( $t = 5.582$ ,  $p < 0.001$ ) and university from which they graduated ( $f = 15.618$ ,  $p < 0.001$ ); b) organizational acumen based on having a second job ( $t = -2.18$ ,  $p = 0.03$ ), university from which they graduated ( $f = 1.837$ ,  $p = 0.002$ ) and whether the hospital was the first-choice preference ( $t = -2.837$ ,  $p = 0.005$ ) and nursing was the first choice of study ( $t = -2.879$ ,  $p = 0.005$ ); and c) work competence based on the university from which they graduated ( $f = 5.267$ ,  $p = 0.006$ ).  
**Conclusions**The findings showed the work readiness of newly graduated nurses in Saudi Arabia's context.  
**Implications for Nursing Management**Findings have important implications for nurse managers to better design and implement a transition to practice programs for newly graduated nurses to improve their preparedness in their nursing careers.

Ferguson, B., Baldwin, A., Henderson, A., & Harvey, C. (2022). The grounded theory of coalescence of perceptions, practice and power: An understanding of governance in midwifery practice. *Journal of Nursing Management*, 30(8), 4587-4594. doi:<https://doi.org/10.1111/jonm.13892>

**Aims**This study aimed to understand midwifery care during labour, particularly decision-making processes, within Australian health systems.  
**Background**Midwifery, founded on a wellness model of motherhood, is at risk of being medicalized. Whilst medical intervention is lifesaving, it requires judicious use. Governance provides oversight to care. Exploring decision-making contributes to understanding governance of practices.  
**Method**Straussian grounded theory using semi-structured interviews. Eighteen Australian registered midwives were interviewed about their practice when caring for women during labour.  
**Results**Midwives were caught between divergent positions; birth as natural versus birth as risk. Experienced midwives discussed focussing on the woman, yet less experienced were preoccupied with mandatory protocols like early warning tools. Practice was governed by midwives approach within context of labour. The final theory: The Coalescence of Perceptions, Practice and Power, comprising three categories: perceptions and behaviour, shifting practice and power within practice, emerged.  
**Conclusions**Coalescence Theory elucidates how professional decision making by midwives during care provision is subject to power within practice, thereby governed by tensions, competing priorities and organizational mandates.  
**Implications for Midwifery Managers**Midwifery managers are well positioned to negotiate the nuanced space that envelopes birthing processes, namely, expert knowledge, policy mandates and staffing capability and

resources, for effective collaborative governance. In this way, managers sustain good governance.

Blackman, I. R., & Shifaza, F. (2022). Causal links behind why Australian midwifery care is missed. *Journal of Nursing Management*, 30(8), 4578-4586. doi:<https://doi.org/10.1111/jonm.13879>

**Aims**The aim of this study is to reliably estimate why midwifery care is missed and to crystallize those factors that have causal links to it.**Background**Studies involving the incidences and types of missed midwifery care are sparsely described. The rationales behind these deficits in care are even less well researched.**Methods**A non-experimental, descriptive method using a Likert developed MISSCARE scale was used to measure consensus estimates made by Australian midwives. Data analysis was undertaken using both Rasch analysis and Structural Equation Modeling.**Results**Midwives' rationales behind why Australian midwifery care is missed can be quantified based on consensus estimates of participating midwives and the variances in the total scores of how important each contributing factor was in accounting for why midwifery care was missed, can be both explained and predicted.**Conclusions**Ten latent variables have significant predictor effects on why midwifery care was missed. These include insufficient human and physical care resources, increased work intensity and issues with workplace communication. These factors are further exacerbated by the midwives' teamwork satisfaction levels, work roster preferences and other midwife demographic variables. The age of midwife, their highest qualification achieved and where they obtained their midwifery credentials had no influence on their consensus estimates as to why midwifery care was missed.**Implications for nursing management**While this study confines itself to the Australian midwifery context, outcomes are informative for an international midwifery management audience. While the setting of the midwifery practice (be it private or public hospitals) is not significant in predicting why midwifery care is missed, resource allocation for care of mothers and their babies remains instrumental, as a factor contributing to care omissions. Midwife demographic factors including age, type of midwifery qualification and where the credentials were obtained from exerted no influence as to why care was omitted. Midwifery recruitment should focus instead on re-dressing skills and skills mix shortages. Teamwork skills within the midwifery sector requires strengthening, as problems arising from workplace communication, coupled with decreased midwifery staffing numbers and increased work intensity, are strongly thought to be significant reason for missed care

Bindu, J., Sini, J., Lam, L., & Muhammad, A. R. (2022). Factors influencing the transition and retention of mental health nurses during the initial years of practice: Scoping review. *Journal of Nursing Management*, 30(8), 4274-4284. doi:<https://doi.org/10.1111/jonm.13882>

**Aim**This review aims to identify the factors influencing the transition and retention of mental health nurses during the initial years of practice, recognize gaps in the literature and propose evidence-based strategies.**Background**Mental health is a challenging specialty; recruitment, transition and retention of mental health nurses are known issues of concern.**Evaluation**The present study undertakes a scoping review to identify factors influencing the transition and retention of mental health nurses during the initial years of practice and the gaps in that research domain. A literature search was conducted using electronic databases. To gain an understanding of the topic of interest, the review of the literature extended from 2000 to 2022.**Key issues**Existing evidence focuses on specific perspectives of transition. There is limited literature on factors influencing transition and retention among mental health nurses. Findings suggested that personal and professional factors could influence the transition and retention of mental health nurses during the initial years of practice. The main themes identified were personal attributes and professional factors with a number of subthemes.**Conclusion**The scoping review identified only a few studies, which showed personal and professional factors related to the transition and retention of mental health nurses at the early stages of their career.**Implications for nursing management**Potential benefits of effective transition and support with the understanding of factors influencing transition and retention of early career mental health nurses will enhance staff morale, sustainability of the workforce and better patient outcomes. Additionally, a few recommendations for nurse managers and leaders to improve transitional experiences and retention of early career nurses are highlighted.

Boyne, J. J., Ski, C. F., Fitzsimons, D., Amin, H., Hill, L., & Thompson, D. R. (2022). The changing role of patients, and nursing and medical professionals as a result of digitalization of health and heart failure care. *Journal of Nursing*

**Aim**The aim of the study is to discuss the changing role of patients, nurses and doctors in an era of digital health and heart failure care.  
**Background**With a growing demand for heart failure care and a shortage of health care professionals to meet it, digital technologies offer a potential solution to overcoming these challenges.  
**Evaluation**In reviewing pertinent research evidence and drawing on our collective clinical and research experiences, including the co-design and development of an autonomous remote system, DoctorME, we offer some reflections and propose some practical suggestions for nurturing truly collaborative heart failure care.  
**Key issues**Digital health offers real opportunities to deliver heart failure care, but patients and health care professionals will require digital skills training and appropriate health services technological infrastructure.  
**Conclusions**Heart failure care is being transformed by digital technologies, and innovations such as DoctorME have profound implications for patients, nurses and doctors. These include major cultural change and health service transformation.  
**Implications for nursing management**Nurse managers should create inclusive and supportive working environments where collaborative working and digital technologies in heart failure care are embraced. Nurse managers need to recognize, value and communicate the importance of digital health in heart failure care, ensuring that staff have appropriate digital skills training.

Schenk, E., & Johnson, S. (2022). Nurse-sensitive environmental indicators: A qualitative study. *Journal of Nursing Management, 30(8)*, 4378-4386. doi:<https://doi.org/10.1111/jonm.13861>

**Aim**This study aims to explore the proposed concept of “nurse-sensitive environmental indicators” among nursing and non-nursing leaders of environmental stewardship who work with nurses.  
**Background**Aligned with the Sustainable Development Goals, nurses are obligated to “practice in a manner that advances environmental safety and health.” Little is known about environmental impacts in acute-care nursing.  
**Methods**Nursing and non-nursing leaders of environmental stewardship across the United States (N=9) were interviewed to explore the concept of acute-care nurse-sensitive environmental indicators. Transcripts were examined using qualitative descriptive analysis.  
**Results**Thematic analysis revealed that nurses are in key positions to influence environmental change, need more education and awareness to be effective, and need leadership support and role-modelling. Issues related to waste were highly nurse sensitive; issues related to food, chemicals, and transportation were moderately nurse sensitive; issues related to energy and water were minimally nurse sensitive.  
**Conclusion**Preliminary consensus on nurse-sensitive environmental indicators was confirmed by leader participants in this study.  
**Implications for Nursing Management**To help meet environmentally focused Sustainable Development Goals, nursing leaders can use the concept of nurse-sensitive environmental indicators in planning, education, resource allocation, and leadership to improve environmental stewardship in acute care nursing.

Gao, Y., Zhang, C., Liao, C., & Gan, X. (2022). Nurses' assessment of subsyndromal delirium and barriers to assessment: A cross-sectional survey in the intensive care unit. *Journal of Nursing Management, 30(8)*, 4491-4502. doi:<https://doi.org/10.1111/jonm.13887>

**Aims**The aims of the study are to investigate the current status of nurses' assessment of subsyndromal delirium (SSD) in the intensive care unit (ICU) and explore possible barriers to assessment.  
**Background**SSD is a dynamic, recognizable disorder commonly seen in the ICU that can lead to poor patient outcomes. Timely recognition and management can prevent its progression.  
**Methods**A cross-sectional survey design was used to collect data from ICU registered nurses in southwest China. The online survey containing an analysis of the current status of SSD assessment and barriers was completed by 237 nurses.  
**Results**A total of 51.5% of nurses chose to assess SSD using an assessment tool, the most commonly used being the Confusion Assessment Method for the Intensive Care Unit; the frequency of assessment was mostly once a day (66, 41.0%) and often at shift change (178, 87.3%). There were statistically significant differences in the barrier factor scores by assessment frequency, assessment method, status of training in SSD, ability of SSD-related knowledge to meet clinical needs and willingness to receive SSD training.  
**Conclusion**Our study confirms that the current state of assessment of SSD in the ICU is unsatisfactory, with nurses' lack of assessment knowledge and skills, poor organization and management, and the complexity of patients' conditions being barriers.  
**Implications for nursing management**Nursing managers should systematically conduct training programmes on effective SSD assessment knowledge and skills, incorporate SSD assessment into

the daily workflow, have standardized assessment tools, develop standardized processes and assign dedicated staff to monitor, audit and provide feedback on SSD assessments.

Olga María Luque-Alcaraz, Pilar Aparicio-Martinez, Gomera, A., & Manuel Vaquero-Abellan. (2022). Nurses as agents for achieving environmentally sustainable health systems: A bibliometric analysis. *Journal of Nursing Management*, 30(8), 3900-3908. doi:<https://doi.org/10.1111/jonm.13798>

**Aim**To analyse the current scientific knowledge and research lines focused on environmentally sustainable health systems, including the role of nurses.  
**Background**There seem to be differences between creating interventions focused on environmentally sustainable health systems, including nurses, and the scarcity of research on this topic, framed on the Sustainable Development Goals.  
**Methods**A bibliometric analysis was carried out, via three databases (Web of Science, Scopus and Pubmed), and the guideline recommendations were followed to select bibliometric data.  
**Results**The search resulted in 159 publications, significantly increasing the trends from 2017 to 2021 ( $p = .028$ ). The most relevant countries in this area were the United States, the United Kingdom and Sweden. Also, the top articles were from relevant journals, indexed in Journal Citation Report, and the first and the second quartiles linked to the nursing field and citations ( $p < .001$ ).  
**Conclusion**Education is key to achieving environmentally sustainable health systems via institutions and policies.  
**Implications for Nursing Management**There is a lack of experimental data and policies on achieving or maintaining environmentally sustainable health care systems, indicating that nurses have an important role and should be consulted and included in decision-making policies regarding sustainability in the health care systems.

Tzu-Ling Huang, Chieh-Ni Wu, I-Chen Lee, Alice May-Kuen Wong, Yea-Ing, L. S., Lun-Hui Ho, . . . Ching-I Teng. (2022). How robots impact nurses' time pressure and turnover intention: A two-wave study. *Journal of Nursing Management*, 30(8), 3863-3873. doi:<https://doi.org/10.1111/jonm.13743>

**Aims**To examine the relationships among effort ensuring robots' smooth operation (EERSO), time pressure, missed care, and nurses' turnover intention, and how robot performance moderates such relations.  
**Background**Robots may reduce nurses' workload but typically still require some effort of nurses for robots' smooth operation. However, the negative impact of EERSO on nurses' workplace outcomes is unknown.  
**Methods**This study used a two-wave follow-up design. Data were collected in a medical center in Taiwan, with first wave collected in 2019 and second wave collected between 2019 and 2020. A total of 331 participants were followed through the two waves.  
**Results**EERSO is positively linked to missed care and time pressure. Time pressure is also positively linked to missed care and turnover intention. Positive robot performance weakens the positive link between EERSO and time pressure.  
**Conclusion**Using robots may help reduce nurses' workload, but it also requires nurses' efforts to maintain robots' continuous operation, that is, EERSO. It may adversely impact nursing professional workplaces.  
**Implications for Nursing Management**Nurse managers should reduce nurses' time pressure whilst suggest hospital managers to seek robots that require minimal EERSO.

Sürme, Y., & Maraş, G. (2022). Recycling, responsible consumption and nursing: A qualitative study of surgical nurses' recycling and medical waste management. *Journal of Nursing Management*, 30(8), 4514-4522. doi:<https://doi.org/10.1111/jonm.13891>

**Aim**This study was conducted to examine the opinions of nurses working in surgical wards on recycling and medical waste management.  
**Background**Surgical services and operating rooms are the most waste-generating parts of health institutions. The primary purpose of waste management is to ensure waste minimization and increase recycling.  
**Method**In this qualitative study, in-depth interviews were conducted with 15 nurses. The data were analysed by the content analysis method. The COREQ checklist was used in the study.  
**Results**As a result of the study, four main themes were determined: Barriers in medical waste and recycling management, solution suggestions in medical waste and recycling management, waste of medical and consumable materials and the effect of the pandemic process on medical waste and recycling management.  
**Conclusion**Medical waste and recycling management was interrupted due to lack of education, emergencies, hiring of untrained personnel and workload. During the pandemic, medical waste increased, and it could not be recycled. The solution suggestions are

training at frequent intervals, monitoring by the responsible nurses and imposing sanctions on those who do not comply. Implications for Nursing Management Knowing nurses' obstacles in managing medical waste and recycling and putting forward solutions in this regard affects sustainability. Knowing the obstacles to the management of medical waste and recycling by nurses could help in solutions.

Mireia Ladios-Martin, Maria-José Cabañero-Martínez, José Fernández-de-Maya, Francisco-Javier Ballesta-López, Adrián Belso-Garzas, Francisco-Manuel Zamora-Aznar, & Julio Cabrero-Garcia. (2022). Development of a predictive inpatient falls risk model using machine learning. *Journal of Nursing Management*, 30(8), 3777-3786. doi:<https://doi.org/10.1111/jonm.13760>

**Aim**The aims of this study were to create a model that detects the population at risk of falls taking into account a fall prevention variable and to know the effect on the model's performance when not considering it. **Background**Traditionally, instruments for detecting fall risk are based on risk factors, not mitigating factors. Machine learning, which allows working with a wider range of variables, could improve patient risk identification. **Methods**The sample was composed of adult patients admitted to the Internal Medicine service (total, n = 22,515; training, n = 11,134; validation, n = 11,381). A retrospective cohort design was used and we applied machine learning technics. Variables were extracted from electronic medical records electronic medical records. **Results**The Two-Class Bayes Point Machine algorithm was selected. Model-A (with a fall prevention variable) obtained better results than Model-B (without it) in sensitivity (0.74 vs. 0.71), specificity (0.82 vs. 0.74), and AUC (0.82 vs. 0.78). **Conclusions**Fall prevention was a key variable. The model that included it detected the risk of falls better than the model without it. **Implications for Nursing Management**We created a decision-making support tool that helps nurses to identify patients at risk of falling. When it is integrated in the electronic medical records, it decreases nurses' workloads by not having to collect information manually.

He, M., Li, X., Zhang, T., Jin, X., & Hu, C. (2022). The fifth generation mobile communication technology plus virtual reality system for intensive care unit visits during COVID-19 pandemic: Keep the delirium away. *Journal of Nursing Management*, 30(8), 3885-3887. doi:<https://doi.org/10.1111/jonm.13450>

Wang, R., Chen, S., Cong, S., Sun, X., Sha, L., Zhu, Z., . . . Zhang, A. (2022). Status and influencing factors of nursing and midwifery professionals' core competence- a cross sectional study. *Journal of Nursing Management*, 30(8), 3891-3899. doi:<https://doi.org/10.1111/jonm.13566>

**Objectives**This study aims to understand the current situation and multiple factors affecting the core competence specializing in the maternal, neonatal and under-five nursing in China. **Background**Highly skilled nurses and midwives are essential worldwide for achieving the Sustainable Development Goals, especially in low- and middle-income countries like China, due to the overwhelming COVID-19 crisis. **Method**The 890 nurses and midwives from 12 hospitals were investigated in this cross-sectional study, with two questionnaires: the sociodemographic information and competency inventory for the registered nurses. **Results**The participants reported a mean total score of 193.78 ( $\pm 42.19$ ) out of 220 and lowest in critical thinking and research ability ( $3.01 \pm 0.82$ ). The professional title, level, marital status, relationship quality, highest qualification, experience in specialist nurse training, participation in scientific research projects and publishing papers were the influencing factors ( $P < .05$ ). **Conclusions**The respondents' core competence needs improvement, especially critical regarding thinking and research ability. In addition, marriage and good or excellent relationship quality are factors that can potentially improve competence. **Implications for Nursing Management**Targeted interventions for higher core nursing competence need to be implemented, especially focusing on nurses' marital status and emotional support from partners.

Dias, J. M., Semiyu, A. A., & Mini, S. A. (2022). Undergraduate nursing students' mentoring experiences in the clinical practicum: The united arab emirates (UAE) perspective. *Journal of Nursing Management*, 30(8), 4304-4313. doi:<https://doi.org/10.1111/jonm.13833>

**Aim**This study explored undergraduate nursing students' mentoring experiences during their final clinical practicum as they prepared to enter the workforce. **Methods**We used a qualitative case study design with data collected in two focus group discussions involving 19 students. Data were analysed using inductive thematic

analysis. Results Students' descriptions of their mentoring experiences fell under three themes: 'great experience', 'being treated like part of the family', and 'gaining confidence and skills'. Students described their mentors as having critical roles in providing feedback and learning opportunities to interns. Students also reported that ungraded initial assessment, friendlier workplaces, and mentors with patience were required to strengthen their professional learning at the workplace. Conclusion These results suggest that prompt and constructive feedback, warmer workplace environments, and passionate mentors' involvement may help enhance students' mentoring experiences during their clinical practicum. Implications for Nursing Management Management and academia should work jointly to develop mentorship programs to achieve better student outcomes. Doing this will lead to role clarity, higher levels of satisfaction, and increased productivity. Management needs to consider compensating mentors for their time in student learning and select experienced nurses willing to mentor others to promote enjoyable relationships and effective mentoring engagements. Management needs to find creative ways to build mentoring into appraisals, for at present, it is considered a voluntary activity for educating the next generation of nurses. Management should ensure adequate training and ongoing support for mentors and mentees in clinical mentoring.

Kirsten, S. P., McCormack, B., Kjerholt, M., Borre, L. Z., Rosted, E., & Bibi Hølge-Hazelton. (2022). An investigation of the level of burnout and resilience among hospital based nurse managers after COVID 19 — A cross-sectional questionnaire-based study. *Journal of Nursing Management*, 30(8), 4107-4115. doi:<https://doi.org/10.1111/jonm.13868>

Aim We aim to investigate burnout and resilience among hospital based nurse managers post COVID-19 in order to suggest appropriate person-centred leadership support. Background Nurse leaders are central to establishing safe and caring environments for patients and staff. Therefore, their own wellbeing is crucial, particular in times of crisis where they must provide support and guidance. Methods Cross-sectional questionnaire included ward managers. Data collected were burnout inventory, brief resilience score and demographic data. To analyse data, we used descriptive statistics. Results 51.2% answered the questionnaire. Of those, 32.3% displayed symptoms of high personal burnout and 29% of work-related burnout. 6.5% showed signs of high employee-related burnout. As a group, ward managers showed moderate to high resilience. Conclusion Personal and work-related burnout was highly prevalent among ward managers. Results suggest that the cause of their burnout symptoms cannot be attributed to low individual resilience. We thus suggest a shift in focus from strengthening individual leadership resilience to the establishment of healthful and resilient cultures in accordance with person-centred leadership. Implications for Nursing Management Person-centred leadership has the potential to shift the focus from the resilience of individual leaders to that of collective responsibility for creating a healthful and resilient culture.

Alilyyani, B., Kerr, M. S., Wong, C., & Wazqar, D. Y. (2022). The influence of authentic leadership on nurses' turnover intentions and satisfaction with quality of care in Saudi Arabia: A structural equation modelling study. *Journal of Nursing Management*, 30(8), 4262-4273. doi:<https://doi.org/10.1111/jonm.13895>

Aim(s) The study aimed to test a model that examined the relationships between authentic leadership, psychological safety, work engagement and team effectiveness and subsequent effects of team effectiveness on job turnover intentions and nurse satisfaction with quality of care. Background Nurse leaders who exhibit authentic leadership have been shown to contribute to the development of healthy work environments. In workplaces with demonstrated authentic leadership, nurses are more engaged and have lower job turnover intentions. Method(s) A non-experimental, cross-sectional design was used to test the hypothesized model via structural equation modelling. A total of 456 nurses were included. Results Structural equation modelling analysis indicated a good fit for the hypothesized model. Authentic leadership had a positive, significant and direct relationship with team effectiveness, nurses' work engagement and psychological safety. Team effectiveness was found to be negatively related to job turnover intentions but positively related to nurse satisfaction with quality of care. Conclusion(s) Results of this study may help nursing leaders have a better understanding of the essential role of leadership style in increasing healthy work environments. Implications for Nursing Management Applying authentic leadership style in nursing practice could help to reduce the shortage of nurses stemming from the high turnover intentions of nurses.

O'Connor, S., Gasteiger, N., Stanmore, E., Wong, D. C., & Jung, J. L. (2022). Artificial intelligence for falls management in older adult care: A scoping review of nurses' role. *Journal of Nursing Management*, 30(8), 3787-3801. doi:<https://doi.org/10.1111/jonm.13853>

**Aim**This study aims to synthesize evidence on nurses' involvement in artificial intelligence research for managing falls in older adults.  
**Background**Artificial intelligence techniques are used to analyse health datasets to aid clinical decision making, patient care and service delivery but nurses' involvement in this area of research for managing falls in older adults remains unknown.  
**Evaluation**A scoping review was conducted. CINAHL, the Cochrane Library, Embase, MEDLI and PubMed were searched. Results were screened against inclusion criteria. Relevant data were extracted, and studies summarized using a descriptive approach.  
**Key Issues**The evidence shows many artificial intelligence techniques, particularly machine learning, are used to identify falls risk factors and build predictive models that could help prevent falls in older adults, with nurses leading and participating in this research.  
**Conclusion**Further rigorous experimental research is needed to determine the effectiveness of algorithms in predicting aspects of falls in older adults and how to implement artificial intelligence tools in gerontological nursing practice.  
**Implications for Nursing Management**Nurses should pursue interdisciplinary collaborations and educational opportunities in artificial intelligence, so they can actively contribute to research on falls management. Nurses should facilitate the collection of digital falls datasets to support this emerging research agenda and the care of older adults.

Chen, W., Modanloo, S., Graham, I. D., Hu, J., Lewis, K. B., & Gifford, W. (2022). A mixed-methods systematic review of interventions to improve leadership competencies of managers supervising nurses. *Journal of Nursing Management*, 30(8), 4156-4211. doi:<https://doi.org/10.1111/jonm.13828>

**Aim**This study aimed to synthesize evidence on interventions to improve leadership competencies of managers supervising nurses.  
**Background**In recent years, numerous interventions have been developed to improve the leadership competencies of managers supervising nurses. However, researchers and nursing leaders are unclear about what aspects of interventions are effective for developing which competencies.  
**Methods**We conducted a mixed-methods systematic review following the Joanna Briggs Institute (JBI) approach for evidence synthesis. The Medline (Ovid), CINAHL, Embase, Scopus, Nursing and Allied Health Database were reviewed. Data extraction, quality appraisal and narrative synthesis were conducted in line with Preferred Reporting Items for Systematic Reviews and Meta-Analyses guidelines.  
**Results**A total of 69 studies (35 quantitative, 22 mixed methods, 12 qualitative) evaluating 68 interventions were included. Studies showed that interventions used modal activities such as lectures, group work and mentoring that generally had positive effects on improving leadership competencies such as supporting, developing and recognizing nurses. Opportunities to interact with peers increased managers' engagement in the interventions; however, many barriers existed for managers to use the competencies in practice including understaffing, insufficient time and lack of support from supervisors and staff.  
**Conclusions**Leadership interventions were shown to have beneficial effects on developing different competencies. Managers predominately felt positive about participating in leadership interventions; however, they expressed many difficulties applying what they learned in practice.  
**Implications for nursing management**Leadership interventions should include multimodal activities that give managers opportunities for interaction. When considering interventions for developing the leadership of managers, it is imperative to consider the practice environments for managers to be successful in applying the competencies they learned in practice.

Yan, J., Wu, C., He, C., Lin, Y., He, S., Du, Y., . . . Lang, H. (2022). The social support, psychological resilience and quality of life of nurses in infectious disease departments in china: A mediated model. *Journal of Nursing Management*, 30(8), 4503-4513. doi:<https://doi.org/10.1111/jonm.13889>

**Aim**This paper aimed to investigate the relationship between social support and quality of life for nurses in infectious disease departments in China, as well as the function of psychological resilience in mediating this relationship.  
**Background**Nurses in infectious disease departments play a critical role in the prevention and control of infectious diseases and in public health care services in general, and their quality of life can affect the quality of clinical nursing work they do. However, there are few studies on the relationship between nurses' social support networks and their quality of life.  
**Methods**A cross-sectional study was conducted using a sample of 866 clinical

nurses from the infectious disease departments of 10 general hospitals in China. Data were collected using a questionnaire survey from January to May 2021. The mediating influence of psychological resilience on social support and quality of life was investigated using structural equation modelling. Results The score of quality of life was  $(36.36 \pm 7.64)$ . Quality of life was positively correlated with social support and psychological resilience ( $r_1 = 0.521$ ,  $r_2 = 0.583$ ;  $p < .01$ ), and psychological resilience was positively correlated with social support ( $r = 0.426$ ;  $p < .01$ ) as well. The mediating effect of psychological resilience between social support and quality of life was 0.233, accounting for 37% of the total effect. Conclusion The quality of life of nurses working in infectious disease departments is in the middle level. Psychological resilience is a mediating variable between social support and quality of life. Implications for Nursing Management Managers can improve the quality of life of nurses by both increasing social support and strengthening psychological resilience. Managers should pay attention to the degree of social support provided to nurses and take proactive measures to build psychological resilience so that nurses can effectively manage stress and negative emotions from work and life in order improve their quality of life.

Fu, M., Wang, T., Hu, S., Zhang, X., Wang, F., Pan, Y., & Wu, X. (2022). Patient safety value, safety attitude and safety competency among emergency nurses in china: A structural equation model analysis. *Journal of Nursing Management*, 30(8), 4452-4460. doi:<https://doi.org/10.1111/jonm.13876>

Aims We aim to determine the levels of patient safety value, safety attitude and safety competency and to explore the associations among these variables in emergency nurses in China. Background Studies have focused on the individual characteristics of nurses as influencing factors of patient safety but not on the factors that may affect patient safety competency in the context of Chinese culture, such as safety value and safety attitude. Method A cross-sectional survey was conducted among emergency nurses in 22 hospitals. Results The final model had acceptable fit indices ( $\chi^2/df = 3.512/0.9$ ;  $TLI = 0.942 > 0.9$ ;  $IFI = 0.955 > 0.9$ ;  $RMSEA = 0.068 < 0.08$  90% CI, 0.059 to 0.077). A fully adjusted model was also tested, and the effects among variables were consistent with the hypothesized model. The SEM results showed that patient safety values had a significant direct effect on safety competency ( $b = .407$ ,  $p < .001$ ) and safety attitude ( $b = .656$ ,  $p < .001$ ). Patient safety attitude had a significant direct effect on safety competency ( $b = .493$ ,  $p < .001$ ). Patient safety values had an indirect effect on safety competency through safety attitude, and the total effect of safety values on safety competency was 0.730. Conclusions Chinese nurses are at a moderate level of patient safety attitude and competency. Emergency nurses' safety value and safety attitude can be direct predictors of patient safety competency, and safety value can indirectly predict their patient safety competency through safety attitude. Implications for Nursing Management Strengthening safety value is a critical step toward improving patient safety competency. Hospital administrators and educators should construct a patient safety culture that is guided and driven by appropriate values and ensure the development of necessary competencies in nurses.

Takemura, Y., Inoue, M., Ichikawa, N., Kida, R., Koyanagi, H., Ikezaki, S., & Ikeda, M. (2022). Key strategies for managing nursing care under the COVID-19 pandemic: A multiple-case study of nursing directors. *Journal of Nursing Management*, 30(8), 4042-4053. doi:<https://doi.org/10.1111/jonm.13844>

Aim We aim to identify measures implemented by hospital nursing directors early in the COVID-19 pandemic and enabling factors. Background Managerial factors affect nurses' physical and mental health and willingness to work, especially early in a pandemic. Method We used multiple-case study of 15 hospitals, comparing management approaches by interviewing 28 nursing directors and their assistants from August to December 2020. Results Hospitals that accepted COVID-19 patients and hospitals that unexpectedly experienced clusters underwent a nursing provision system organization phase, followed by an adjustment phase to maintain nursing organization function. Two factors aided measure implementation: an emergency system and staff protection policies. Conclusion Early epidemic management strategies apply across contexts. The hospital's basic attitude is key to effective implementation of the strategies. Implications for Nursing Management The results suggest that hospitals, nursing directors and nurses can each prepare for future emerging infectious disease epidemics.

Bolgeo, T., Gambalunga, F., Matteo, R. D., Gatti, D., Roberti, E., Dealberti, D., . . . Maconi, A. (2022). Becoming a mother during the COVID-19 pandemic: The lived experience as told by birthing mothers: A qualitative study. *Journal of Nursing Management*, 30(8), 4138-4144. doi:<https://doi.org/10.1111/jonm.13890>



**Aims and objectives**The aim of this study is to explore the lived experience of women who gave birth during the COVID-19 pandemic.**Background**Experiencing pregnancy during the Covid-19 pandemic exacerbates the risk of the onset of psychological problems.**Design**This is a descriptive, single-centre, qualitative study.**Methods**The enrolment for data collection included childbearing mothers aged 18 years and over between November 2021 and April 2022. The researchers invited them to write about their personal experiences during the isolation period of the first pandemic wave. The descriptive phenomenological analysis of the data was carried out using the method described by Mortari.**Results**A total of 50 mothers were recruited, of whom 28 were primiparous (56.0%) and 22 multiparous (44.0%). From the analysis of the interviews, five main themes emerged that enclose the experience of both primiparous and multiparous mothers: 'The negative feeling: between loneliness, sadness and fear'; 'The comfort of being cared for: between humanity and competence'; 'Family proximity: between comfort and stress'; 'Symbiotic intimacy: bonding; Managing physical pain and consciousness of being resilient women'.**Conclusions**The study showed that the discomfort associated with the absence of family support in the phase of labour and childbirth was compensated by the professionalism of the health staff and allowed new mothers to experience moments of great intimacy with the child.**Implications for nursing management**Such data could help create recommendations based on the assisted person's experiences to ensure that care is increasingly attentive and tailored to the needs of mothers and, thus, of children.

Zheng, X., Zhang, J., Ye, X., Lin, X., Liu, H., Qin, Z., . . . Zhan, C. (2022). Navigating through motherhood in pregnancy and postpartum periods during the COVID-19 pandemic: A systematic review and qualitative meta-synthesis. *Journal of Nursing Management*, 30(8), 3958-3971. doi:<https://doi.org/10.1111/jonm.13846>

**Aim**The aim of this work is to critically appraise and synthesize the qualitative studies on the experiences, perspectives, and consequences of pregnant women experiencing motherhood during the COVID-19 pandemic.**Background**The COVID-19 pandemic has posed a threat to the health of pregnant women. Such a pandemic disrupted their routine care, as well as normal daily life. However, little is known about their coping strategies to the changes brought by COVID-19.**Evaluation**A qualitative systematic review was conducted according to the Enhancing Transparency in Reporting the Synthesis of Qualitative Research (ENTREQ) checklist. A meta-aggregative approach rooted in pragmatism and Husserlian transcendental phenomenology was used to synthesize the findings. Dependability and credibility of both study findings and synthesized findings were appraised by Joanna Briggs Institute (JBI) ConQual process.**Key issues**Key issues include (a) pregnant women experienced changes in routine care, (b) pregnant women used a range of strategies to cope with the consequence of the pandemic, (c) pregnant women struggled to embrace motherhood, and (d) pregnant women received different levels of social support.**Conclusion**Facing challenges caused by the pandemic, pregnant women used a variety of strategies to cope with and adapt to the changes, but sometimes the adaption is limited. Emotional, instrumental, and informational support should be provided to them in an accessible way.**Implications for Nursing Management**As an essential part of policymakers, nursing managers should consider the balance between restriction and the accessibility of maternity care. It is also crucial for them to consider how to provide necessary support in an accessible way.

Ota, M., Lam, L., Gilbert, J., & Hills, D. (2022). Nurse leadership in promoting and supporting civility in health care settings: A scoping review. *Journal of Nursing Management*, 30(8), 4221-4233. doi:<https://doi.org/10.1111/jonm.13883>

**Aim**This scoping review aimed to identify the existing evidence on how nurse leaders promote and maintain civility amongst nurses in health care settings.**Background**Research on managing workplace incivility in nursing, a prevalent and concerning issue worldwide, recommends nurse leaders to command cultural change through strong leadership and civility interventions. However, there is very little empirical evidence summarizing and analysing how nurse leaders pragmatically achieve civility, and combat workplace incivility, in the health care setting.**Evaluation**A scoping review was undertaken using the electronic databases CINAHL, Emerald Insight, MEDLINE, PsychINFO, PubMed and Scopus. Google Scholar was used to search for grey literature.**Key issues**The eight studies included in this review describe how nurse leaders promote and maintain civility under four key themes: (1) creating a shared vision, (2) educating self and others, (3) fostering accountability and (4) providing support.**Conclusion**The review provides an overview of commonly used strategies and actions that pragmatically promote and maintain civility in the

health care setting by nurse leaders, while also highlighting areas of future research needed to strengthen the evidence base. Implications for Nursing Management It is important for nurse leaders to gain an understanding of evidence-based practices when addressing workplace incivility in order to address this prevailing problem for the future and safety of nurses moving forward.

Zhu, J., Shi, K., Yang, C., Niu, Y., Zeng, Y., Zhang, N., . . . Chu, C. H. (2022). Ethical issues of smart home-based elderly care: A scoping review. *Journal of Nursing Management*, 30(8), 3686-3699. doi:<https://doi.org/10.1111/jonm.13521>

**Aim**To explore current research on the ethics of smart home technologies including artificial intelligence and information technologies for elderly care by conducting a scoping review.  
**Background**The development of smart home technologies for care of the older adults provides potential solutions to reduce the caregiver burden within families where they are urgently needed. Building an ethical system to support the application of these technical products should be explored.  
**Methods**The literature search was performed in seven electronic databases. Relevant studies from January 2015 to February 2021 were selected; screening and analysis were completed independently by two researchers.  
**Results**There were a total of 15 included studies on the ethics of smart home technologies for elderly care, which focused on the following issues: privacy (information privacy and physical privacy), autonomy (independence, informed consent and user-centred control), safety guarantee, fairness and concerns about reduced human contact.  
**Conclusions**There exist a number of ethical conflicts in the application of smart home technologies for elderly care. Therefore, it is necessary to further investigate the ethical issues with regards to the decision-making process of weighing the advantages and disadvantages of these technologies.  
**Implications for nursing management**Efforts should be made to establish a corresponding ethical framework to ensure the sustainable development of smart, home-based elderly care. Nurses may play an important role in the design and implementation of these technologies to promote ethical awareness and practice.

Laura-Maria Peltonen, & Topaz, M. (2022). Artificial intelligence in health care: Implications for nurse managers. *Journal of Nursing Management*, 30(8), 3641-3643. doi:<https://doi.org/10.1111/jonm.13858>

Irani, C. S. S., & Chu, C. H. (2022). Evolving with technology: Machine learning as an opportunity for operating room nurses to improve surgical care—A commentary. *Journal of Nursing Management*, 30(8), 3802-3805. doi:<https://doi.org/10.1111/jonm.13736>

**Aims**To describe machine learning applications in an operating room setting, raise awareness of the lack of nursing inclusion on machine learning algorithm development, and show how operating room nurses can co-create this new technology.  
**Background**Operating room nurses and managers perform anticipatory work on a daily basis to manage intrinsic and extrinsic factors that can cause surgical delays.  
**Evaluation**Recent literature on machine learning and its potential use in operating room settings was reviewed along with literature on the role of the nurse in co-creating novel technology.  
**Key Issue**Machine learning technology is rapidly evolving and being created for the operating room environment to improve patient safety and flow. Operating room nurses and managers are not being included in the development of machine learning algorithms, meaning products may be created that are not usable for all members of the surgical team.  
**Conclusion**This commentary highlights the ways machine learning effectively assists nurses and nursing managers, suggesting a pathway forward for surgical nursing as co-creators and implementers.  
**Implication for Nursing Management**Nursing managers will be exposed to machine learning programmes in the near future and need to understand the benefits they have for patient safety and patient flow.

Luo, D., Song, Y., Cai, X., Li, R., Bai, Y., Chen, B., & Liu, Y. (2022). Nurse managers' burnout and organizational support: The serial mediating role of leadership and resilience. *Journal of Nursing Management*, 30(8), 4251-4261. doi:<https://doi.org/10.1111/jonm.13852>

**Aims**To investigate the relationship between organizational support and nurse managers' burnout and the serial multiple mediating effects of leadership and resilience.  
**Background**Nurse managers are at a high risk of burnout, especially during the COVID-19 pandemic. However, no research has been done to examine the associations between nurse managers' organizational support, leadership, resilience and burnout.  
**Methods**This cross-sectional

study recruited 458 nurse managers from 13 tertiary public hospitals in Jiangsu, China. They completed the Survey of Perceived Organizational Support, the Clinical Leadership Survey, the Resilience Scale and the Maslach Burnout Inventor-Human Service Survey. The serial mediating effect of individual leadership and resilience was estimated using the structural equation modelling method via Mplus 7.0. Results There were direct and indirect effects of organizational support on burnout, controlling for work variables. Leadership and resilience serially mediate the association between organizational support and burnout ( $\beta = -.051$ , 95% confidence interval:  $-0.093$  to  $-0.020$ ). Conclusions Among nurse managers, organizational support may be sequentially associated with improved leadership first and then resilience, which in turn is related to decreased burnout. Implications for Nursing Management We recommend that hospital administrators incorporate leadership, resilience and burnout assessment in the routine psychological screening of nurse managers and creatively apply the organizational interventions to decrease nurse managers' burnout.

Han, N., & Lee, T. (2022). A policy review of the process of the integrated nursing care service system in south korea. *Journal of Nursing Management*, 30(8), 3933-3941. doi:<https://doi.org/10.1111/jonm.13441>

Aim This study aimed to analyse the policy formation process of South Korean Integrated Nursing Care Service System (INCSS). Background Due to the shortage of chronic nursing staff in Korea, many nursing services have been overlooked, which has led to a customary caregiving culture that relied on inpatient families. To improve this, Korea legislated the INCSS in 2015. Methods This study retrospectively analysed policy formation process of the INCSS using Kingdon's Multiple-Streams Framework from on-offline materials generated between 1994 and 2015. Results The caregiving culture, which was raised as one of the main causes of the Middle East Respiratory Syndrome coronavirus (MERS-CoV) infection spread, has garnered intensive attention from media and politicians. The streams of problem, politics and policy that each flowed independently were coupled, the policy window finally opened leading to successful legislation. Conclusions The leading political activities of the United Healthcare Civic-Group, in which general nurses were the core, were effective in introducing the system. Implications for Nursing Management This study's results could be used for promoting hospital-based healthcare policy intervention by enhancing general nurses' political competence.

Manetti, S., Cumetti, M., De Benedictis, A., & Lettieri, E. (2022). Adoption of novel biomarker test parameters with machine learning-based algorithms for the early detection of sepsis in hospital practice. *Journal of Nursing Management*, 30(8), 3754-3764. doi:<https://doi.org/10.1111/jonm.13807>

Aims We aim (i) to redesign sepsis's clinical pathway and fit the organizational requirements of a novel machine-learning algorithm incorporating a novel biomarker test and (ii) to assess adoption drivers of the new combined technology. Background There is an urgent need to achieve sepsis' early detection and diagnostic excellence. Methods A qualitative study based on semi-structured interviews conducted at the target site and across other Italian hospitals. A content analysis was undertaken, emergent themes were selected and categorized, and interviews were conducted until saturation was reached. Results Sixteen nurses (10 at the target site and six across other hospitals) and nine non-nursing professionals (seven at the target site and two across other hospitals) were interviewed. An organizational redesign was identified as the primary adoption driver. Even though nurses perceived workload increase related to the machine-learning component, technology acceptability was relatively high, as the standardization of tasks was perceived as crucial to improving professional satisfaction. Conclusions A novel business-oriented solution based on machine learning requires interprofessional integration, new professional roles, infrastructure improvement, and data integration to be effectively implemented. Implications for Nursing Management Lessons learned from this study suggest the need to involve nurses in the early stages of the design of new machine-learning technologies and the importance of training nurses on sepsis management through the support of disruptive technological innovation.

Shaffer, F. A., Álvarez, T., D., & Stievano, A. (2022). Guaranteeing dignity and decent work for migrant nurses and health care workers beyond the COVID-19 pandemic. *Journal of Nursing Management*, 30(8), 3918-3921. doi:<https://doi.org/10.1111/jonm.13751>

**Aim(s)**The main aim of this article is to outline the devastating aftereffects of COVID-19 in terms of ethical recruitment and the respect of dignity of nurses and health care professionals.**Background**Nations experience the ominous impacts of the COVID-19 pandemic in terms of an exacerbated shortage of nurses worldwide. In this situation, migration flows of nurses are skyrocketing and the respect of the migrant nurses' dignity as human beings should be guaranteed.**Evaluation**Data from reports elaborated by the International Centre on Nurse Migration (ICNM) were examined and outlined the central role of the respect of dignity of every nurse to prevent unethical exploitation of them.**Key issue(s)**The respect of human dignity is a complex concept. Human dignity denotes the inner nature of human beings but also their rights at work.**Conclusion(s)**In a post-COVID-19 world with increased flows of nurse migration, it is crucial to guarantee dignity at work for migrant nurses.**Implications for Nursing Management**Nurse leaders should prioritize the ethical recruitment of health care workers and give a prominent role to the WHO 'Code of Practice on the International Recruitment of Health Personnel' which recognizes the ethical bedrocks of employment.

Lai-Kun Tong, Ming-Xia Zhu, Si-Chen Wang, Pak-Leng Cheong, & Iat-Kio Van. (2022). Factors influencing caring behaviour among registered nurses during the COVID-19 pandemic in china: A qualitative study using the COM-B framework. *Journal of Nursing Management*, 30(8), 4071-4079. doi:<https://doi.org/10.1111/jonm.13855>

**Aim**The aim of this work is to explore the influencing factors of nurses' caring behaviour during the COVID-19 pandemic based on the Capability, Opportunity, Motivation as determinants of Behaviour (COM-B) theoretical framework.**Background**Nurse caring behaviour is vital to reduce and speed up the healing process of COVID-19 patients. It is important to understand the factors that influence caring behaviour among nurses during the COVID-19 pandemic. Research suggests that when it comes to understanding behaviour, using a theoretical framework is likely to be most effective, and the COM-B framework is a recommended approach.**Methods**Semistructured interviews with 42 nurses working in 11 Chinese cities were conducted, and their verbatim statements were transcribed and analysed using thematic analysis. The results were mapped to COM-B framework.**Results**Ten key themes emerged: Capability (professional knowledge and skills, emotional intelligence, cross-cultural care competence); opportunity (resources, organizational culture, social culture); motivation (past experience, character, role, beliefs).**Conclusions**Ten factors were found to influence nurses' caring behaviour. This study added two new influencing factors, social culture and past experiences, that further contributed to the understanding of nurses' care behaviours.**Implications for Nursing Management**Nurses' caring behaviour is influenced not only by themselves but also by institutions and society, so interventions aiming to improve their caring behaviour should consider these elements. The negative impact of the pandemic on capability factors that influence nurses' caring behaviour should be counteracted as soon as possible.

Ivziku, D., Maddalena, d. M., Federica Maria, P. F., Greco, A., Tartaglini, D., & Gualandi, R. (2022). What determines physical, mental and emotional workloads on nurses? A cross-sectional study. *Journal of Nursing Management*, 30(8), 4387-4397. doi:<https://doi.org/10.1111/jonm.13862>

**Aim**This study aimed to identify determinants of physical, mental and emotional nursing workloads.**Background**Workload has a physical, mental and emotional dimension. It influences employees' well-being and quality of care. Nevertheless, studies of specific predictors for each dimension of nurses' workload are scarce.**Methods**We used a cross-sectional prospective design based on the Job Demand-Resources theory. We asked nurses to describe workload perceived at the end of every shift over three consecutive weeks. Data were gathered from two academic hospitals, in seven medical-surgical wards. We received 259 responses and tested 2 multivariate regression models.**Results**Physical workload was predicted from all variables tested; mental workload was determined by patient complexity or isolation, adequacy of nurse staffing and skill-mix, and unscheduled activities; and emotional workload was predicted by all variables except adequacy of staffing and other people's education.**Conclusions**Patient, nurse and workflow aspects influenced nurse's shift workload differently for each specific dimension.**Implications for Nursing Management**Measurement and definition of predictors of workload in the work environment are essential. Recognizing the determinants of specific dimensions of workload facilitates identification of the most appropriate interventions to improve nurses' well-being in health care settings.

Santana de Freitas, J., Saviato, R. M., Queiroz Melo, A. L., Bortotti, I. M., Laselva, C. R., & Eliseth Ribeiro Leão. (2022). Nurses' perception of solutions proposed by nurse leaders in face of COVID-19 pandemic: A cross-sectional study. *Journal of Nursing Management*, 30(8), 4145-4155. doi:<https://doi.org/10.1111/jonm.13896>

**Aim**To evaluate the perception of bedside nurses regarding the implementation of solutions proposed by nurse leaders for patient and employee care during the COVID-19 pandemic.  
**Background**Nurse leaders have proposed solutions to better manage the challenges of the pandemic. However, multiple factors influence the transposal of actions from the tactical to the operational levels.  
**Method**This cross-sectional study was carried out in a 620-bed non-profit institution. Participants were bedside nurses who completed an online survey.  
**Results**One hundred sixty-eight nurses participated in the study. Most of the proposed solutions were very effective and easily identified by the nurses. These solutions included adaptations of the physical structure, availability of medical supplies and adequacy of institutional protocols. The actions that stood out with low perception were adequate integration of new employees and the availability of remote work, hotel accommodations for frontline health care workers and day care for children whose parents worked at the hospital.  
**Conclusion**Bedside nurses were able to recognize most of the solutions proposed by their nurse leaders during the COVID-19 pandemic.  
**Implications for nursing management**Tactical-level nurse leaders need constant proximity to bedside nurses and continuous elucidation of the objectives to be achieved by the strategies adopted.

Laukka, E., Hammarén, M., & Kanste, O. (2022). Nurse leaders' and digital service developers' perceptions of the future role of artificial intelligence in specialized medical care: An interview study. *Journal of Nursing Management*, 30(8), 3838-3846. doi:<https://doi.org/10.1111/jonm.13769>

**Aim**To describe nurse leaders' and digital service developers' perceptions of the future role of artificial intelligence (AI) in specialized medical care.  
**Background**Use of AI has rapidly increased in health care. However, nurse leaders' and developers' perceptions of AI and its future in specialized medical care remain under-researched.  
**Method**Descriptive qualitative methodology was applied. Data were collected through six focus groups, and interviews with nurse leaders (n=20) and digital service developers (n=10) conducted remotely in 2021 at a university hospital in Finland. The data were subjected to inductive content analysis.  
**Results**The data yielded 25 sub-categories, 10 categories and three main categories of participants' perceptions. The main categories were designated AI transforming: work, care and services and organizations.  
**Conclusions**According to our respondents, AI will have a significant future role in specialized medical care, but it will likely reinforce, rather than replace, clinicians or traditional care. They also believe that it may have several positive consequences for clinicians' and leaders' work as well as for organizations and patients.  
**Implications for nursing management**Nurse leaders should be familiar with the potential of AI, but also aware of risks. Such leaders may provide better support for development of AI-based health services that improve clinicians' workflows.

Tang, P., Zhang, X., Feng, F., Li, J., Zeng, L., Xie, W., . . . Wang, J. (2022). The relationship between organizational commitment and work engagement among clinical nurses in china: A cross-sectional study. *Journal of Nursing Management*, 30(8), 4354-4363. doi:<https://doi.org/10.1111/jonm.13847>

**Aim**This study aims to investigate the levels of organizational commitment and work engagement among clinical nurses in tertiary hospitals and explore the relationship between them.  
**Background**The nursing literature supports the idea that organizational commitment plays an important role in positively influencing job performance. However, the relationship between organizational commitment and work engagement among clinical nurses remains unclear.  
**Methods**This was a cross-sectional study. A convenience sample of clinical nurses (n=621) was selected from five tertiary hospitals in Sichuan Province of China. Survey instruments included a general information questionnaire about organizational commitment and work engagement. Univariate analysis, correlation analyses and linear regression analysis were used to examine the association between organizational commitment and work engagement.  
**Results**The mean scores for organizational commitment and work engagement were  $3.85 \pm 0.59$  and  $4.58 \pm 1.46$ , respectively. A moderate degree of positive correlation was found between them. Gender, monthly income and retention commitment were significantly associated with work engagement, and they accounted for 39.0% of the total variance.  
**Conclusions**Clinical nurses had a moderate level of organizational commitment and a

high level of work engagement. Organizational commitment positively influenced work engagement; that is, organizational commitment is a significant determinant of nurses' work engagement. Implications for Nursing Management Hospital organizations should focus on assessing and strengthening nurses' organizational commitment to promote increased work engagement and, ultimately, improved quality of care. This may include, but is not limited to, increasing rest time for nurses, implementing a performance appraisal system and focusing on nurses' psychological state.

Cougot, B., Gillet, N., Gauvin, J., Caillet, P., Ghozlane Fleury-Bahi, Ollierou, F., . . . Moret, L. (2022). Impact of empowering leadership on emotional exhaustion: A controlled interventional study in a large french university hospital complex. *Journal of Nursing Management*, 30(8), 4234-4250. doi:<https://doi.org/10.1111/jonm.13829>

**Aim**The aim of this study is to assess the effect of a systemic intervention on the evolution of empowering leadership and emotional exhaustion in a university hospital sub-centre compared to a control sub-centre, both being part of a large French university hospital complex. **Background**Empowering leadership is a promising strategy for developing hospital team engagement and performance. However, the bureaucratic functioning of large hospitals, characterized by a managerial culture of control and a stratified organization, can be a barrier to empowering leadership. **Methods**The intervention included empowering leadership training, direct field experimentation of empowering leadership and coaching, involving all the sub-centre hierarchical levels for 12 months. Data were collected before and after the intervention. A total of 441 and 310 participants were, respectively, included in the intervention and control sub-centres. **Results**Empowering leadership was decreased, and emotional exhaustion was increased in the control sub-centre, while the scores remained stable in the intervention sub-centre. The increased emotional exhaustion in the control sub-centre could partially be explained by the change in empowering leadership. **Conclusion**In a context of decreased empowering leadership and increased emotional exhaustion, the intervention had a protective effect. Implications for the design of future interventions were discussed. **Implications for Nursing Management**This study unequivocally showed the benefit of transforming hospital management towards empowering leadership, to prevent increased emotional exhaustion. **Registration number**This study is registered on ClinicalTrials.gov on 4 July 2019 (NCT04010773).

Frazer, K., & Davidson, P. M. (2022). Sustainable development Goals—A clarion call for leadership in nursing and midwifery. *Journal of Nursing Management*, 30(8), 3888-3890. doi:<https://doi.org/10.1111/jonm.13867>

Vítor, J. (2022). Letter to the editor regarding 'The role of artificial intelligence in enhancing clinical nursing care: A scoping review'. *Journal of Nursing Management*, 30(8), 3675-3676. doi:<https://doi.org/10.1111/jonm.13734>

Ching-Yi Chang, Hsiu-Ju Jen, & Wen-Song Su. (2022). Trends in artificial intelligence in nursing: Impacts on nursing management. *Journal of Nursing Management*, 30(8), 3644-3653. doi:<https://doi.org/10.1111/jonm.13770>

**Objective**To investigate the academic use of artificial intelligence (AI) in nursing. **Background**A bibliometric analysis combined with the VOSviewer software quantification method has been utilized for a literature analysis. In recent years, this approach has attracted the interest of scholars in various research fields. Thus far, there is no publication using bibliometric analysis combined with the VOSviewer software to analyse the applications of AI in nursing. **Method**A bibliometric analysis methodology was used to search for relevant articles published between 1984 and March 2022. Six databases, Embase, Scopus, PubMed, CINAHL, WoS and MEDLINE, were included to identify relevant studies, and data such as the year of publication, journals, country, institutional source, field and keywords were analysed. **Results**Most relevant articles were published from institutions in the United States. The League of European Research Universities has published most research studies that use AI and nursing. Scholars have mainly focused on nursing, medical informatics, computer science AI, healthcare sciences services and physics particles fields. Commonly used keywords were machine learning, care, AI, natural language processing, prediction and nurse. **Conclusion**Research articles were mainly published in Nurse Education Today. Research topics such as AI-assisted medical recording and medical decision making were also identified. According to this study, AI in nursing has the potential to attract more attention from researchers and nursing managers. Additional high-quality research beyond the scope of medical education, as well as on cross-domain collaboration, is warranted to explore the

acceptability and effective implementation of AI technologies. Implications for Nursing Management This study provides scholars and nursing managers with structured information regarding the use of AI in nursing based on scientific and technological developments across different fields and institutions. The application of AI can improve nursing management, nursing quality, safety management and team communication, as well as encourage future international collaboration.

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