







Front Line Leadership: Nurse management education on leading care teams.

This article provides practical tools for the nursing staff as managers in elderly care.

Learning Objectives

Using current and leading adult education practices with an emphasis on participant interaction and engagement, the aim is to support the professional development of staff to managerial level.





Moral Distress: A Catalyst in Building Moral Resilience

Helping masses move from violatinization to empewerment.

Advisory.

Miles and the second product of the foreign of the second finess of the second of the many states according or any entropied and simple date payments are interpretable. a chair facet diseas for copial to law men a disease and by provinces and provinces, on who an illumpar year. From the region therefore any happened and should play to the forces agreed a singlethe growth and productions, and the companion of the officers. The office sections the coverage and productions of the product is produced in part and providing factors are discovery accomplishment are not

Agreedy street reactions; recommendated extensions represent

Participated All Enters Facility are Index . Taxable for the August to Science on To the 10 total monthly particular and the colored control of the public Borrolls and disposed with a pigeta clare. The control of the post of the public Borrolls are to represent the aid services countries on 2 the, was adcount for recognition ... If that backed acquire ... increases from the Mr. Dankers toward forther animaly state which relations that it is person and man ranked with how EVA, but naming previous. and a sets first. Franks Kaller, couper ever stee: rein of bedick-regarder person, nor empty. ... and ... on you hat his high kinn change a this annie, bline has materi, eferte tarba un disampenaria plot 3 ianava, dierra had prosper-research problems, and proversy years our Students, Dentus Still Student state, No. Street secplanted but of the becoming and the same in you and saling, "When young a 20 mornia sole?" tree than the first of the lease could get than been speeds you admit and with law, burble one strengt at hand with my temperature respect to the advanting plane (in). The first in the body deployment of a project a support of color wind as if hims.

multiplicate and the advantage of the and but they could be Experience. Springers and the shoops many and the Service of the vocate of the service and discovered. the personnel is the person't the large model to

Will receive procure about it, Mr. falls and terminal facilities has faithful and principation of transposition terral states flow. For the stay day was reported to after", date the couldn't provide state, implementary, and for any of Not personal, and also about the first the week foliog, in Mr. Employch paints solvening. Fire exauthor side and products for hoppings have an her arthogon term referent/anylamakning borror techni eleza esperite terberat din presidente. The burge. so've. But have present not many and her or give. They also consistent the large demonstrate for the first

Ethics, Law, and Policy

Moral Resilience: Managing and Preventing Moral Distress and Moral Residue

as facing marks more insolutions in to broken their money seepho absolved to eultion the downthat the release shalong with ethic particles release give. serie ann. Economi i Rackeros, Publishiribe: In Tedescrube. 2010, To gain the calls conditions, include read leaders. the appropriate labels of alread propagations to be aufrom the strong production of productions, Challestophing this concept of more materials will be fulfilled in partiing paramous and somewhere analysis. In finalistion tions little of deliwitions, and obtained of most insteams we discided, with its model of how trainer THE ENGINEE MANAGES FOR THE PROPERTY AND PROPERTY AND ADDRESS.

A. Case of Misral Injury and Moral Distress

This care eleating's extended that the professed impact. of further a teacher of the country pater purchaser day transport from a character property. It's proper that if word, (2006), "This case will be used by the union in this last the amoretic on Sylve 1; and manufa-And proof pylores paragraphs and both release.

I was working on provident eagurables with a party hit self-to-chall drugs from a service. I M emplificaand also and accept a fewer marrows believe. Three most your beautiful housing produced, for most womand for and reduce from homogenistics; became that it is more than princip or inhunder later regulatoria. My whose with he and wanted to rather the capacity of wer a bridge of the party based sport account Alberta way. year flower live in pick tips. ACCV

As \$55 class, the sweet author/search and the server most air debelorough, bothly promised. New Yorks, they yorks represented loop-stay techaps over the previous tion of mininterespity but, moved to debet

Biffical in Resillence of

The Yorkson Polyner Workspart Children British mediance in The children to become prevent backles, in-Associated agents office a mediting field bally account affects by analyst form of adding roots or evolutions of

FOR S. LEWIS S. PROJ. STOR. BELL PRINT, A PRINTED NO. remaining a contractive processing and water that the Entered.

The contract American Remaining Street Street, and other Topic former from the former of the state of

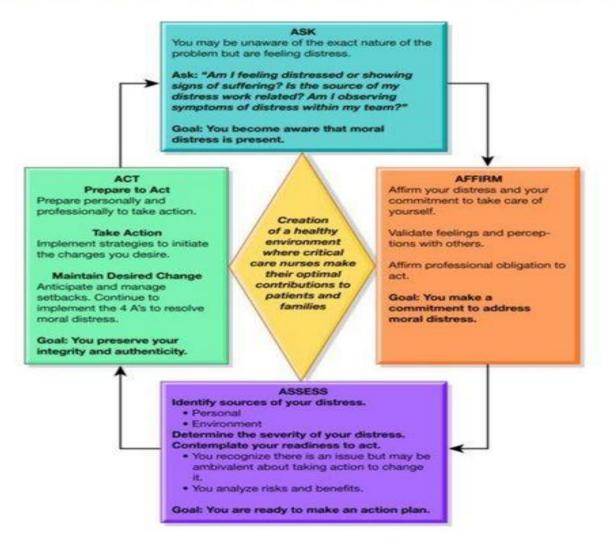
manner man, 3 to 46 throughout drive mode all more po have bad discognishments he are because another as retried specified a remarge triangle, colorings. and follow services, in facil or puts realism represencore Chippension from Figure and port framewith viting electron from a cost distribution of figures or many treemant and complex circulal disspetars. What we the affaith-challed of thesis, which are purposed to

of any larger amplitudes of standards of the European Section 6. IDEA resided to be left, developed a parameter, that many Note that are with their that in partners appeared. in the thirty and I be first the properties and edisplacing personalise. To publis of littles may be forest somination again. to this about substance to provide its to-below?" All, No. fection/graphicst plays principle for the production of a player to instead to is material execution. In this temperated was a fight expectation of provide the provided of the provided and the provided of the p pathetron taching at owner, sciproproducin lab usual aid institution behalf on the brooks will province an about what his brings, the first characterists are profit introduction pulse representativos sociales were publicate estructura. Manufactures of all final rate is Kild August and on bridge has bit also do depreved note again to opposite the consistent print positive class rather. For Eath Harrist Section (Aurillaformity and configurational file area of adaptability - the analysis this indirection that planetters," he wantering analysis and an way recommended. The ONE characteristic risk flam ing a level of fraction statute life extensions and street cours, artist, or the cost, famous after the remain digital and cour. authorized great ribs commone of protocols conceived unaforce by the code objects here in male by a property and the little toward angled with parameters to reproving to produced promotering in their stranger. The pick and think of experience who approximate profitions. These arrives where any survivant and the persons to higher words. prople one and more people may hold by I'll Fit will be became a manufact of became the single year despiced people has reconnected above. from totals detectionly ands to a facilitated of social Inspectation Programme, a greater greater

Nifbati In Monal Berillience?

Car Stratum Politics (Superior) (2012) in decrease ment of "postarious or mining to what it right and . serving on, his own his because vocastical higher that gover by more progress agreeing militial appropriated of high dischar-

Rise Above Moral Distress



FOR THE LOVE OF NURSES

5 ways to beat the burnout



SLEEP WELL

Energize with healthy foods and a good night's sleep. Your patients will thank you.



ADDRESS YOUR STRESS

Nurses face difficult health situations, and sometimes even death, on a daily basis. Talk to someone you can confide in. Process your emotions, and then leave the workday at work.



SCHEDULE ME TIME

Always putting others first can take a toll.
Learn how to say no and balance commitments. It is important to find time in the day to focus on your own wellbeing. Prioritize your mental health and find time to relax.



The high stress of nursing can eventually lead to physical, mental and emotional exhaustion, otherwise known as burnout. And it can happen to even the best of nurses. Those who selflessly take care of others sometimes forget they must also take care of themselves!



GIVE YOURSELF A PAT ON THE BACK

Sometimes just making it through a long shift is an accomplishment in itself. Reward yourself with a hobby or favorite snack.



PROTECT YOUR PASSION

Remember why you wanted to be a nurse in the first place. Protect that feeling, and try to incorporate it in daily situation.



Figure 1. The LEADS framework











Lead self

- · are self aware
- manage themselves
- develop themselves
- demonstrate character

Engage others

- foster development of others
- contribute to the creations of healthy organizations
- communicate effectively
- build teams

Achieve results

- set direction
- strategically align decisions with vision, values and evidence
- take action to implement decisions
- assess and evaluate

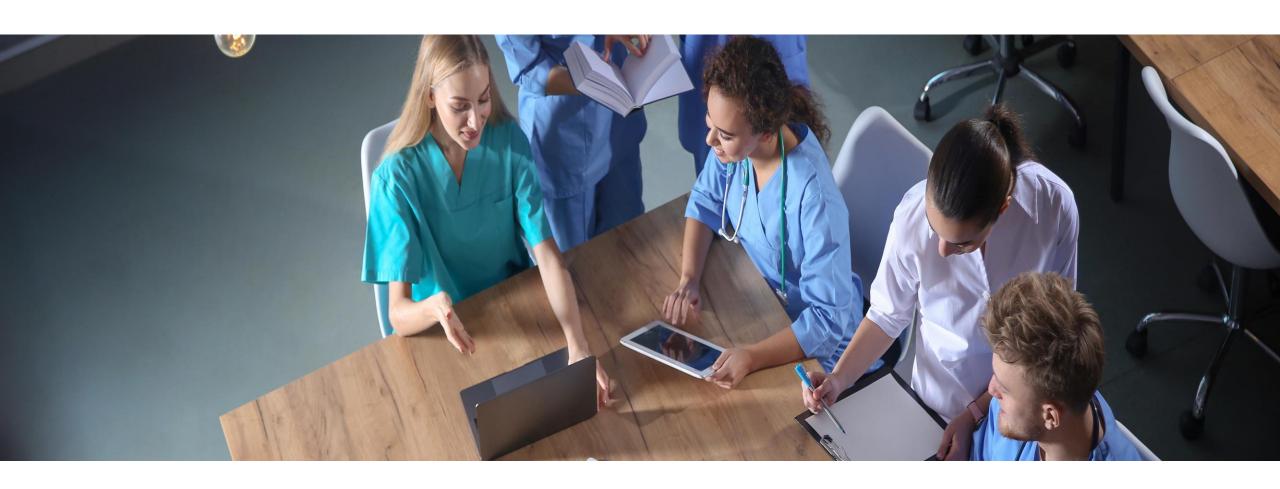
Develop coalitions

- purposefully build partnerships and networks to create results
- demonstrate a commitment to customers and service
- mobilize knowledge navigate sociopolitical environments

Systems transformation

- demonstrate systems /critical thinking
- encourage and support innovation
- orient themselves strategically to the future
- champion and orchestrate change

Sustain nursing leadership in long-term care



Five Essential Competencies for Nurse Leaders

Nurse leaders in executive positions need key skills to improve patient care and effectively manage their organizations. Leadership and Communication visionary thinking and relationship management Knowledge of Professionalism, ethics and advocacy the health care environment Business and financial management skills

S

Situation:

I am (name), (X) nurse on ward (X)

I am calling about (patient X). I am calling because ...

I am concerned that ...

(eg blood pressure is low/high, pulse is XX, temperature is XX, Early Warning Score is XX)

B

Background:

Patient (X) was admitted on (XX date) with ... (eg MI/chest infection)

They have had (X operation/procedure/investigation)

Patient (X)'s condition has changed in the last (XX mins)

Their last set of observations were (XX)

Patient (X)'s normal condition is ... (eg alert/drowsy/confused, pain free)

A

Assessment:

I think the problem is (XXX)

And I have ...

(eg given O₂/analgesia, stopped the infusion)

OR

I am not sure what the problem is but patient (X) is deteriorating

OR

I don't know what is wrong but I am worried

R

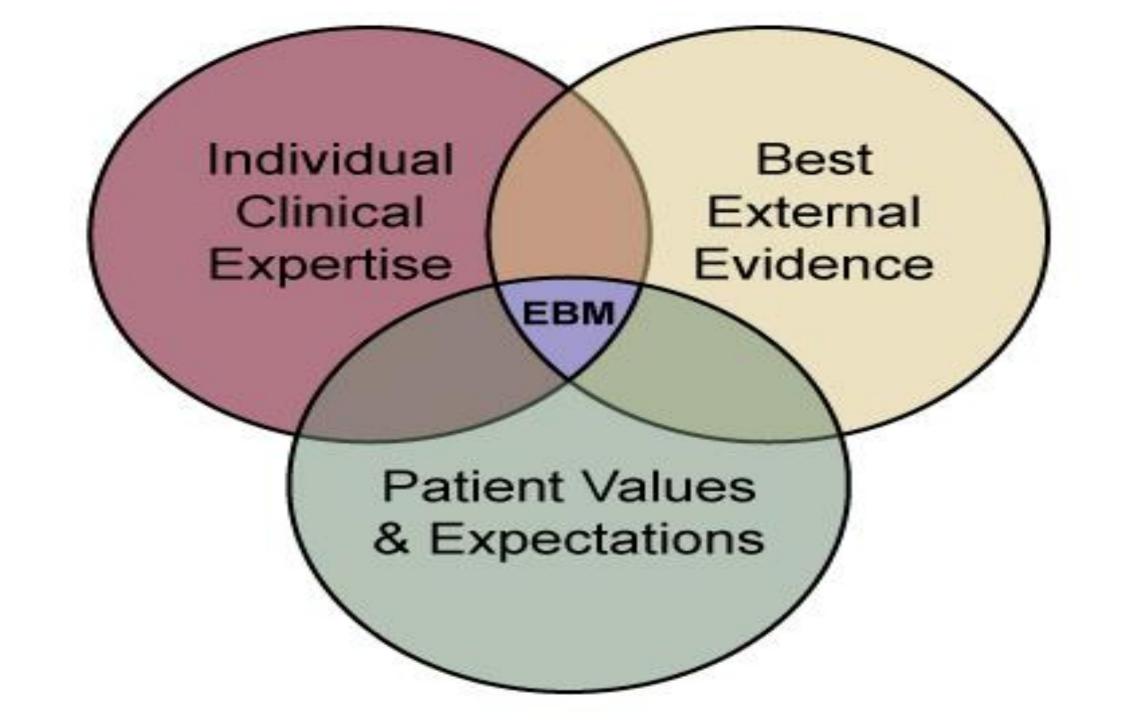
Recommendation:

I need you to ...

Come to see the patient in the next (XX mins)

AND

Is there anything I need to do in the meantime? (eg stop the fluid/repeat the observations)



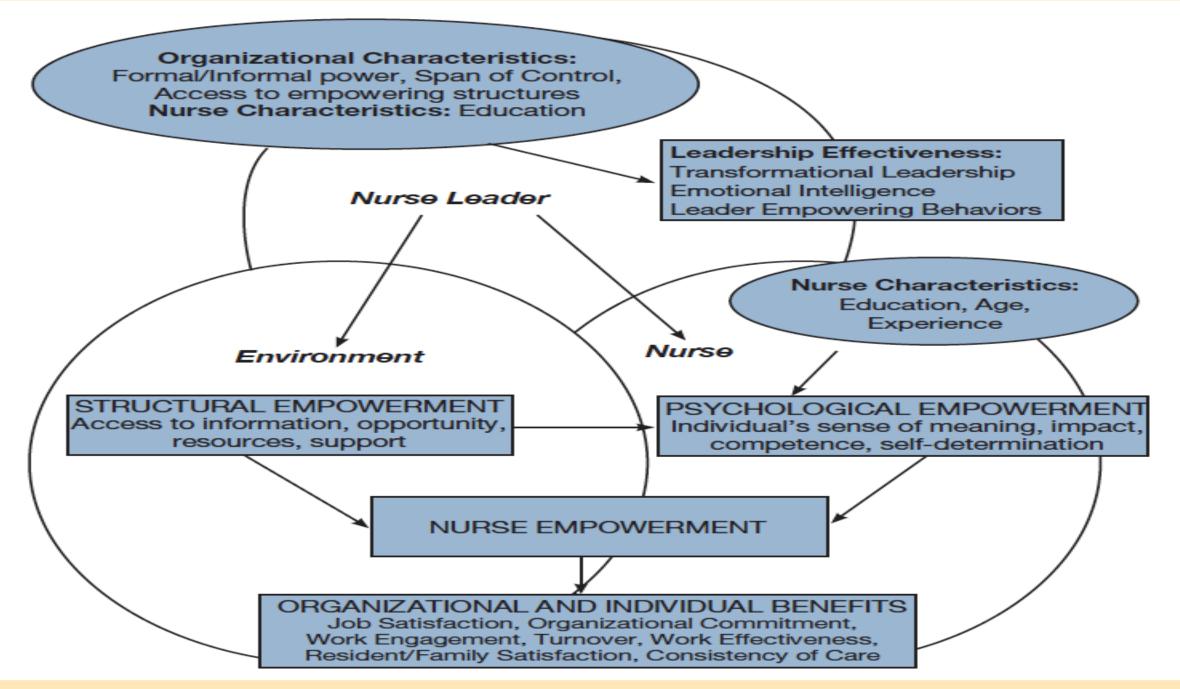


Figure 1. The chart shows factors that influence nurses' capacity for empowerment.

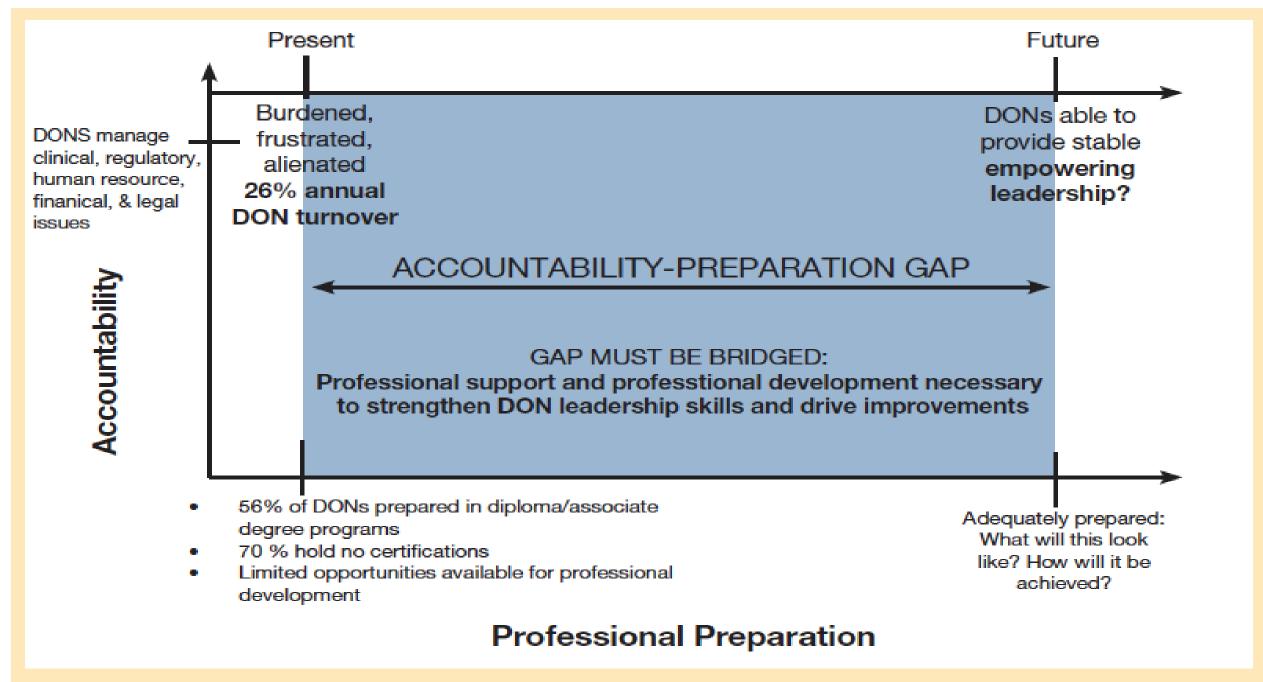


Figure 2. The figure illustrates the DON accountability-preparation gap.

Table. Key Findings and Strategies to Enhance the Role of the Director of Nursing (DON)

Key Findings

Strengthening DON leadership is essential to improve nursing home outcomes but requires investment from researchers, industry leaders, and educators.

Empowering nursing home nurses is likely to contribute to improved nurse and patient outcomes.

DONs are responsible for providing empowering leadership but struggle to do so because their level of accountability grossly outweighs their professional preparation. Strategies to Enhance DON Role

Academic and industry partners must investigate barriers to DON leadership effectiveness and develop education and practice-based methods for addressing these barriers.

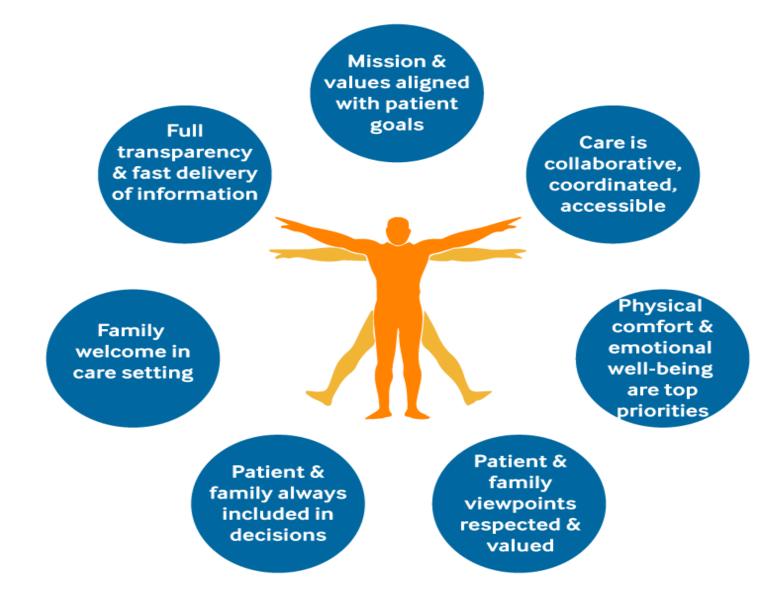
Senior leaders within longterm care organizations must provide DONs with professional development opportunities to strengthen their leadership skills.

Senior leaders and administrator colleagues must support DONs to help them feel more empowered and able to balance the demands with which they are faced daily.

 Recruit LTC facilities and key nurses within each facility to advocate for the study (HALT Champions) 1 HALT Champions will identify residents on antipsychotics and to ask residents and their families for permission for research staff to contact them Once permission is provided, the research team will contact the resident's GP for agreement to participate in the deprescribing protocol 3 An academic nurse expert in BPSD management in long-term care facilities will train champions in management of BPSD and in training techniques for other staff in BPSD management with an emphasis on non-pharmacological and PCC methods An academic GP will provide guidance and recommendations according to agreed protocols for GPs on how to deprescribe antipsychotics 5 HALT pharmacists will establish individualised deprescribing protocols for each participant based on current type and dose of antipsychotic being taken. They will also liaise with community pharmacists who supply 6 medicines to each LTC facility to ensure procedures run smoothly Research psychologists will assess residents five times - at least one month before (time -1) and just before deprescribing starts (time 0), at the conclusion of deprescribing (time +3) and after 6 and 12 month follow-up

(times + 6 and + 12)

Patient-Centered Care



ARE YOU AN ORCHID OR A DANDELION?



Personal characteristics

Humour, 'bounce back',
adaptability, optimism,
confidence, organisation,
flexibility, tolerance,
using professional boundaries,
teamworker, sense

of self-worth

Workplace characteristics

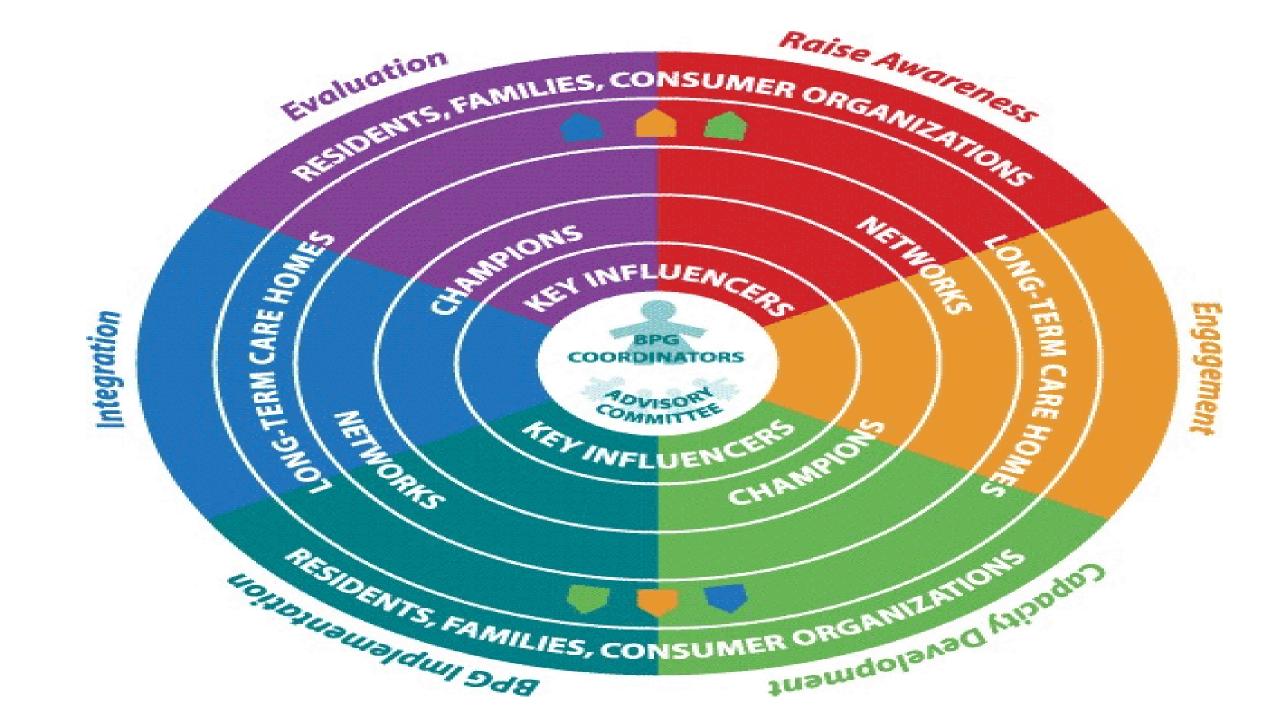
Strong management support, team culture, a secure base, buffering capacity, time for reflection

Social network
Family/social support,
leisure time, interests
outwith work

Resilient health professional

Challenges

Workload, time pressures, lack of communication, information overload, challenging patients, rural environment



Front Line Leadership: Nurse management education on leading care teams.

This article provides practical tools for the nursing staff as managers in elderly care.

Learning Objectives

Using current and leading adult education practices with an emphasis on participant interaction and engagement, the aim is to support the professional development of staff to managerial level.





BRITISH COLUMBIA
INSTITUTE OF TECHNOLOGY





International Federation on Ageing





Dan Levitt, MSc., CHE

dlevitt@kinvillage.org

www.kinvillage.org