



#30 WINTER 2020

the hive

KEEPING NURSES INFORMED, CONNECTED AND INSPIRED

FREE EDITION

Leading by example

Chris O'Donnell MACN

Safe workplaces: What will it take?

Jacqui Pich MACN &
Susan Hogan MACN

Building a capable mental health nursing workforce

Jenny Hurley MACN

+MORE
INSIDE

BEING CHANGE CHAMPIONS

the hive

#30 WINTER 2020
BEING CHANGE CHAMPIONS



Australian
College of
Nursing

ISSN 2202-8765
Distributed quarterly

Editor
Neha Malude

Editorial Team
Rory O'Sullivan
Karen Watts

Editorial Committee
Dr Ruth De Souza FACN
Elizabeth Matters FACN

Design
Emma Butz
Nina Vesala

Publisher
Australian College of Nursing
1 Napier Close, Deakin ACT 2600
02 6283 3400
acn@acn.edu.au
ABN: 48 154 924 642

Printing
Elect Printing

Advertising
02 6283 3470
partnerships@acn.edu.au

© Australian College of Nursing 2020

The opinions expressed within are the authors' and not necessarily those of the Australian College of Nursing or the editors. Information is correct at time of print.

Images marked as stock photos are representative only and do not depict the actual subjects and events described in the articles.

Cover
Christopher O'Donnell MACN

We love to see member submissions in *The Hive*. If you're interested in having your submission considered for publication, please see our guidelines and themes at www.acn.edu.au/publications.

For enquiries or to submit an article, please email publications@acn.edu.au.

ACN publishes *The Hive*, *NurseClick*,
ACN eNewsletter and *Collegian*.



14



22



16



42

WELCOME

02 President's report

03 CEO welcome

ACN NEWS & VIEWS

04 COVID-19 Workforce Solutions
Expert Advisory Group

04 Let's Talk Leadership

04 Launch of Advanced Nursing Diploma

04 Still going NurseStrong

04 Supporting nurses through COVID-19

04 Enrolled Nurses COI

05 International Nurses Day

COLUMNISTS

06 Compassion, commitment, care

06 A shout-out for champions

07 Little steps can lead to big things

07 Supporting change champions

07 Making vital connections early on

COVER STORY

08 Leading by example

BEING CHANGE CHAMPIONS

14 Looking back: Nursing trailblazer
Nikki Johnston OAM MACN

16 A Royal encounter

17 Boosting indigenous health workforce

18 Building a capable mental health
nursing workforce

20 At the frontline

REGULAR FEATURE

10 Social impact: How social media
could drive better care

12 Social impact:
Making our voices heard

22 Distinguished Life Fellow:
Christine Smith FACN (DLF)

26 Social impact: Inclusivity is key to
high-quality care

28 Nursing history: The Spanish Flu and
COVID-19: Lessons from history

30 Social impact: Safe workplaces:
what will it take?

32 COI: Chief Nursing Information
Officers

33 Region: New South Wales – Sydney

33 Ethics matters:
Nursing in the time of COVID-19

36 Policy: The role of nurse immunisers
in COVID-19

38 Opinion: Why values-based
handovers are needed in aged care

39 Opinion: Nursing:
An art, a science or both?

40 Novel thoughts

41 Representation: Towards a seamless
digital health system

42 Education: Championing change
through education

LOOKING BACK: NURSING TRAILBLAZER NIKKI JOHNSTON OAM MACN

A year after she won the Inaugural Health Minister's Award for Nursing Trailblazers, Nikki Johnston OAM MACN talks to ACN about the doors the Award opened for her

In 2014, Nikki Johnston OAM MACN was given funding for one year as a Nurse Practitioner for a data pilot research project, which would educate staff about death and dying, and how to recognise people who were dying or were at the risk of dying without a plan. This intervention was titled *Palliative Care Needs Rounds* (PCNR). The pilot was a success, and progressed to a trial *INSPIRED: Integrating specialist palliative care into residential care for older people*.

The INSPIRED trial resulted in The Hon Greg Hunt MP awarding Nikki the Health Minister's Award for Nursing Trailblazer in 2019. The Australian College of Nursing (ACN) collaborated with Minister Hunt to launch the inaugural Health Minister's Award for Nursing Trailblazers in 2019 to recognise the vital role nurses play in transforming our country's health and aged care system.

Then and now

"Winning that Award was the highlight of my nursing career," Nikki says. "Since then, we have the results from our randomised controlled trial published in international peer reviewed journals. The ACT government has recognised the worth of our model of care and allocated \$1.6 million

funding. Instead of having two palliative care nurse practitioners (PCNP), we now have five – that's exciting!"

In the trial, Nikki's team studied the PCNR model of care, which proved a significant cost savings of \$2.5 million. "Thanks to that impact, the Government decided to invest in nursing," says Nikki, adding, "Nursing can improve care in the right place. We improved the ability for residential aged care staff to care for people in the last years of their life, improve the quality of life and dying in residential aged care. People could die in their preferred place of death and we were able to reduce avoidable hospital transfers through educating staff and residents and families about the burden and benefit of hospitalisation."

Since winning the Trailblazer Award, Nikki says that there's been a big community reach, and the model has seen a ripple effect across 29 residential aged care facilities. "That's thousands of residents and staff that this model has affected positively," she says.

Currently, the team has finished recruiting for the new position. The roll-out has started and will be finished by the end of the year. As part of their response to COVID-19, Nikki and her team have had to



At the Royal Commission into Aged Care Quality and Safety hearing

trial telehealth and video-conferencing, both resulting in success. "Before the pandemic, we were only doing the PCNR in 12 sites across Canberra, now we've extended it to 29 facilities."

"We're also trialling the PCNR model within the University of Canberra Hospital as part of their response to COVID-19. They have a ward that has people coming from the main hospital who are awaiting nursing homes.



Nikki with Prime Minister The Hon Scott Morrison MP, CEO Adjunct Professor Kylie Ward FACN and Matt Luther OAM FACN on International Nurses Day

So, we're basically planning and anticipating what is going to happen to them before they leave the hospital. COVID-19 has given us an opportunity to trial our service and model in a different way. It's been an exciting learning curve," she adds.

New opportunities

Receiving the Award has opened up other opportunities for Nikki. "I've had the opportunity to put in a solution-focused submission to the Royal Commission into Aged Care Quality and Safety, when I was asked to be an expert witness. That solution-focused statement is also rolling out nationally."

Nikki has also been made part of the Clinical Leadership Forum – the only nurse appointed – that sits under the ACT Health Minister. Highlighting the importance of the Trailblazer Award coming from the Federal Health Minister, Nikki says, "Getting recognised for work well done actually translates into nurses getting a seat at the table. When we recognise nurses, governments start taking notice too."

She adds, "I've been able to link to the Australian College of Nursing and let the Forum know about the leadership program and management education to get more

nurses in ACT doing those leadership programs. Having had a seat there now, I think it's so important for nurses to have a voice."

Nikki was appointed as a keynote speaker at the Tasmanian Nursing and Midwifery Conference in February – an opportunity she says came directly out of the Trailblazer Award.

Being a Trailblazer Award recipient also helped the project with publicity. "As nurses we're scared of being well-known or being publicly acknowledged for our work. But we have to stop being afraid of it, of voicing our opinions. Unfortunately, we aren't taught to be media-visible and it hurts that we think we're just 'doing our jobs' and not something amazing."

Milestones

Nikki and her team received the Team Excellence Award for the INSPIRED project at the HESTA Australian Nursing & Midwifery Awards in February. She also received the Nurse Practitioner Mentor of the Year Award from The Australian College of Nurse Practitioners in late 2019; and her team received the National Palliative Care Award from Palliative Care Australia in August 2019 for Innovation in Palliative Care.

Nikki counts the team's work getting published as another one of their major accomplishments. "We had our work published in the prestigious, international peer-reviewed *Journal of Geriatric Medicine and Gerontology and Palliative Medicine*. "These aren't very easy journals to publish in and I'm very grateful to my research team who worked hard to get that done."

Way ahead

"So many people have asked us how they can implement this model in their workplace. We are in the middle of developing an implementation package that will include videos and manuals," Nikki says.

Talking about the challenges on the way, Nikki says, "One of the hardest things for nurses is that people don't value nursing. Nurses can miss out on the opportunity to be leaders. Having the 'I've won the Trailblazer Award' helped me get a face-to-face at the Royal Commission, I'm pretty sure it helped me get on the ACT Leadership Forum too."

"We need more recognition for nurses and nurses in turn need to remember that they are amazing, they have great ideas for improving care and increasing equity of access to care."

Inclusivity is key to high-quality care



The Australian College of Nursing (ACN) Diversity and Inclusion Working Party is leading the way with social change by addressing issues related to diversity and inclusion in the nursing profession and the impact on the broader community. Creating workplaces that are actively and genuinely inclusive of all can have a significant impact on the physical, mental and emotional well-being of those who continue to experience discrimination, violence, isolation or marginalisation.

Diversity encourages self-awareness and respect for all persons, embracing and celebrating the richness of each individual nurse and health care consumer. To support the importance of a diverse workforce, prepare nurses to care for an increasingly diverse population [in an effort] to ensure that all Australians, regardless of race, religion, creed, ethnicity, gender, sexual orientation or any aspect of identity, have access to high quality, patient-centred care in a health care system (Villarruel, Washington, Lecher and Carver 2015).

The term 'Culturally and Linguistically Diverse' (CALD) is more commonly used to describe someone who has a cultural heritage that is seen to be different to that of the majority of people from the dominant

culture of that country (Australian Translation Services, 2020). It can be used to reflect the diversity that encompasses the entire population of Australia, not just those who have immigrated here. The country of birth of an individual and language spoken is not a true reflection of a person's cultural diversity.

Importance of diversity and inclusion

- Open, inclusive workplace cultures create a safe working environment where employees don't feel they have to expend energy hiding who they are. This in turn leads to increased engagement and career satisfaction, and more open and respectful relationships with colleagues, all of which contribute to a higher performing organisation.
- ACN's intent is to advance nursing leadership to enhance the health of our communities. This requires us to acknowledge Australia's diverse community and value the experiences of employees to enable a deeper understanding of the community's needs and thereby creating empathy whilst promoting new ways of thinking to drive innovation.

- To attract and retain the best talent, ACN is raising awareness of the need to demonstrate genuine inclusion of all diverse groups. 85% of LGBTQI+ (lesbian, gay, bisexual, transgender, questioning, intersex and plus) people rate inclusion as more important than any other job factor, including salary and promotion. (Price Waterhouse Coopers 2016).

Our next workforce generation, Gen Y and beyond, increasingly perceive a potential employer's diversity and inclusion track record as critical (Pride in Diversity 2013).

Health care organisations should ensure Disability and Access Inclusion Plans promote access for health care consumers and employment opportunities for the profession. An inclusive work environment will diminish the effect of having a disability and promote career development and staff retention.

Nurses must be committed to providing high-quality health care that is equitably accessible and responsive to the gender diverse, multi-faith, socially, culturally and linguistically diverse community it serves. Nurses must ensure our profession is free from racism and discrimination so we can lead the way to an inclusive health care system.

Ensuring an inclusive nursing workforce can lead to deeper understanding of the elements that affect a person's health and emotional well-being and ultimately, care and treatment



Diversity is important, but inclusion is the measure by which individuals feel valued, feel safe and have a sense of belonging either in the work environment or in society. Through inclusion, diverse perspectives are heard, respected and supported. This includes recognising one's own unconscious and conscious bias in decision making. As nurses, we need to recognise the impact our own perceptions, assumptions and unconscious biases have on colleagues and the community.

When nurses of different ages, genders, cultural backgrounds, gender identities, sexual orientations and disabilities feel valued and respected in the workplace, they will have access to more opportunities and contribute to the organisation more effectively. From such diversity comes a deeper understanding of the elements that affect a person's health and emotional well-being and ultimately, care and treatment.

The Diversity Council of Australia (2020), states that gender inequities continue to limit the ability of both men and women to be respected and to contribute at work. The Nursing and Midwifery Board of Australia 2019 report stated that the total registrations of nurses/midwives in Australia by gender were Female 88.9% against Males 11.1%.

And the public perception of the nursing profession has always been that men are not emotionally equipped to be nurses (Mott 2018). We need to promote the message that there cannot and should not be any barriers for anyone to be a nurse.

Diversity and Inclusion is an ongoing dynamic phenomenon. Every nurse must be afforded the opportunity to succeed in their career irrespective of their gender, cultural identity, religious belief, sexual orientation, disability or age. Ensure there is a culture of respect for difference, and that all people (inclusive of the profession and health care consumers) are treated fairly (PWC 2016).

The work of the ACN Diversity and Inclusion Working Party will be available soon.

REFERENCES

- Australian Translation Services, 2020. CALD Meaning and significance to the Australian people. <https://australiantranslationservices.com.au/cald-meaning/> Accessed 9 April 2020.
- Diversity Council of Australia, 2020. In 2020, Do We Still Really Need Workplace Gender Equality? <https://www.dca.org.au/research/project/2020-do-we-still-really-need-workplace-gender-equality> Accessed 9 April 2020.
- Disability Discrimination Act 1992 <https://www.legislation.gov.au/Details/C2018C00125> Accessed 9 April 2020.

Disability Services Act 1993 Western Australia 2015. [https://www.legislation.wa.gov.au/legislation/prod/filestore.nsf/FileURL/mrdoc_27404.pdf/\\$FILE/Disability%20Services%20Act%201993%20-%20%5B04-c0-00%5D.pdf?OpenElement](https://www.legislation.wa.gov.au/legislation/prod/filestore.nsf/FileURL/mrdoc_27404.pdf/$FILE/Disability%20Services%20Act%201993%20-%20%5B04-c0-00%5D.pdf?OpenElement) Accessed 9 April 2020

Nursing and Midwifery Board of Australia, 2020. Nursing and Midwifery Board of Australia Registrant data. Reporting period: 01 October 2019 to 31 December 2019.

[file:///C:/Users/User/AppData/Local/Packages/Microsoft.MicrosoftEdge_8wekyb3d8bbwe/TempState/Downloads/Nursing-and-Midwifery-Board---Report---Registration-Data-Table---December-2019%20\(1\).PDF](file:///C:/Users/User/AppData/Local/Packages/Microsoft.MicrosoftEdge_8wekyb3d8bbwe/TempState/Downloads/Nursing-and-Midwifery-Board---Report---Registration-Data-Table---December-2019%20(1).PDF) Accessed 9 April 2020.

Pride in Diversity 2013, A Manager's Guide to LGBTI Workplace Inclusion. https://issuu.com/aconhealth/docs/managers_guide_to_lgbti_workplace_i Accessed 9 April 2020.

Price Waterhouse Coopers (PWC) 2016 LGBTI perspectives on workplace inclusion. <https://www.pwc.com.au/publications/pdf/workplace-inclusion-survey-jun16.pdf> Accessed 9 April 2020.

Villarruel, A., Washington, D and Lecher, W. and Carver, N. 2015. A More Diverse Nursing Workforce *AJN The American Journal of Nursing*: May 2015 - Volume 115 - Issue 5 - p 57-62 Accessed 9 April 2020.

Mott J. Professional male caregiving: A concept analysis. *Nurs Forum*. 2018;53:574-578. <https://doi.org/10.1111/nuf.12288>

AUTHORS	
	SHAUNA WILSON MACN
	SUSAN HOGAN MACN

ETHICS MATTERS

Nursing in the time of COVID-19

Nurses are emerging as change champions but are also likely dealing with an 'existential crisis'

The 2020 COVID-19 pandemic has created unparalleled demands of health care delivery systems all over the world and resulted in profound changes to the lives of health care professionals, individuals and communities. One constant, however, is the continuing presence of nurses providing care, not only to those most directly affected (in emergency departments, for instance) but also those who need ongoing care for pre-existing conditions.

In Australia, the changes to our health care system and methods of delivery have been rapid and exponential, for example, cancellation of elective surgery and 'drive-through' testing. There have also been amendments to registration requirements to encourage nurses out of retirement and back into the workforce with accompanying funding of scholarships for refresher courses (ACN, 2020). The changes are so extensive that they have been described in the media as an existential crisis.

This edition of Ethics Matters will show how the responses of the Australian College of Nursing (ACN) to the crisis demonstrate that it is a change champion for the profession; briefly describe existentialism and how it

applies to individual nurses and outline the relevance of professional practice standards, including the ICN Code of ethics for nurses (2012), in these challenging times.

Nurses constitute the majority of the health care workforce. Yet, despite decades of reform, their expert contributions to all sectors of health care are underutilised and until the time of the COVID-19 crisis, often under-valued (ACN, 2019, b). Ironically, in the Year of the Nurse and the Midwife, it has taken a crisis of the magnitude of COVID-19 for them to be publicly valued and lauded. The situation does however afford the profession a unique opportunity to change – for the better – the many misconceptions about nurses and their expertise.

Included in the many interpretations and definitions of the word 'change' provided by Australia's Macquarie Dictionary, are the words 'variation...modification...transformation' and as the substitution of 'one thing for another' (Bernard et al, 2003). Luz et al (2019) have described champions in nursing as both formal (top-down) and informal (bottom-up) and that the characteristics of champions include being innovative, enthusiastic, visionary and as having the capacity to overcome

opposition and setbacks. Through its advocacy and other work, ACN is acting as a formal change champion; with innovation, persistence and enthusiasm, it is replacing one thing (outmoded views of nursing) with another such as the reality of the scope of (advanced) nursing practice (ACN, 2019). Further examples are:

- ACN's presentation to the Federal government of a proposal that would enable Australia's 3,85,000 nurses to be fully utilised in the provision of care during the pandemic and help protect the health and wellbeing of all Australians (ACN, 25 March 2020)
- ACN's success in having additional telehealth item numbers for care provided by practice nurses introduced by the Federal government (ACN, 20 April 2020).

Many nurses, too, are transforming the profession. For an example, refer to the Samantha Prime's story (ACN, 22 April 2020) on NurseClick, ACN's blog nursing practice, policy developments and professional issues.

Samantha's story also happens to be an example of existentialism, a philosophical term commonly associated with the 20th



“In light of the COVID-19 crisis, we may ask questions such as ‘What kind of a nurse am I?’ and ‘What kind of a health care system do we want now?’ ‘Am I still a nurse when my job has disappeared?’”

century French philosopher Jean Paul Sartre although with a longer history (Guignon, 2003). Simply put, existentialists argue that individuals are involved in making meaning in a social and historical world, i.e., individuals construct a meaning about their world and how they experience it that is unique to them. This is an ongoing process and ultimately answers questions such as ‘What kind of a person am I? (What are my values?)’ and ‘How do I wish to live my life in a manner that is consistent with those values?’ (Guignon, 2003).

In light of the COVID-19 crisis, we may ask questions such as ‘What kind of a nurse am I?’ and ‘What kind of a health care system do we want now?’ In turn, questions arise such as ‘How do we want to allocate scarce resources now and into the future?’ and ‘Am I still a nurse when my job has disappeared?’ as it has for so many in primary health care (ACN, 20 March 2020).

The answers may be clear for some and complex for others. Although of themselves professional codes of ethics and of conduct cannot provide definitive answers, they do provide guidance in the meaning making process. For example, Element 1 the ICN Code of ethics for nurses (NMBA 2018)

states that clinicians and managers ‘Develop and monitor environmental safety in the workplace’ and that nursing associations (such as ACN) ‘Advocate for safe and healthy environments’. Likewise, Principle 1 of the Code of Conduct for Nurses (NMBA, 2018) expects nurses to ‘respect and adhere to professional obligations under National Law and abide by relevant laws’. That there may be conflict between these expectations and obligations can engender an existential crisis of the kind that has been described above.

Let’s end this article with a personal and anecdotal reflection that encapsulates the matters of change, meaning making and champions. Here is an excerpt from an essay on superheroes that my 9-year-old great niece was asked to write by her teacher for ANZAC Day:

“If you don’t think nurses are the best superhero’s (sic) I don’t know who is...over the years they have saved hundreds of lives, they never ever give up and they will do everything they can to help the patient survive (or get better)...the nurses help everyone...Nurses are certainly the number 1 superhero.”

REFERENCES

- Australian College of Nursing. 22 April 2020. Samantha Prime: #COVID-19: from research to a clinical role. Retrieved 25 April 2020, from <https://www.acn.edu.au/nurseclick/covid-19-from-research-to-a-clinical-role>
- Australian College of Nursing. 20 April 2020. Media release: New MBS items will help care for Australians and keep practice nurses working. Retrieved 25 April 2020, from <https://www.acn.edu.au/media>
- Australian College of Nursing. 25 March 2020. Media release: Nursing workforce is COVID-19 primary health care solution. Retrieved 25 April 2020, from <https://www.acn.edu.au/media>
- Australian College of Nursing. 2020. Refresher program for registered nurses. Retrieved 25 April 2020, from <https://www.acn.edu.au/education/cpd-online/refresher-program-for-registered-nurses>
- Australian College of Nursing. 2019. White Paper: A New Horizon for Health Service: Optimising Advanced Practice Nursing. Retrieved 23 April 2020 from <https://www.acn.edu.au/wp-content/uploads/white-paper-optimising-advanced-practice-nursing.pdf>
- Guignon, C. B. 2005. “Existentialism” in the shorter routledge encyclopedia of philosophy. (ed) edward craig. Routledge: Taylor and Francis Group. London. 252-260.
- JRL Bernard., D Blair., S Butler., A Delbridge., P Peters and C Yallop. 2003. (eds) Macquarie ABC Dictionary. Macquarie Library. NSW.
- Luz S., Shadmi E., Admi H., Peterfreund I and Drach-Zahavy A. 2019. Characteristics and behaviors of formal versus informal nurse champions and their relationship to innovation success. Journal of Advanced Nursing. 75:85-95.
- Nursing and Midwifery Board of Australia, 2018. Professional standards. Retrieved 23 April 2020, from <https://www.nursingmidwiferyboard.gov.au/Codes-Guidelines-Statements/Professional-standards.aspx>

AUTHOR:
DR LEXIE BRANS FACN