



AMERICAN NEPHROLOGY NURSES' ASSOCIATION

ANNA'S 46TH NATIONAL SYMPOSIUM

APRIL 19-22, 2015

DISNEY'S CORONADO SPRINGS RESORT, LAKE BUENA VISTA, FLORIDA

Nurse Manager Safety Practices in Outpatient Hemodialysis Units

Charlotte Thomas-Hawkins, PhD, RN, Rutgers University, Newark, NJ
Linda Flynn, PhD, RN, FAAN, University of Colorado Denver, Aurora, CO

Teri Lindgren, PhD, RN, Rutgers University, Newark, NJ

Susan Weaver, MSN, RN, Rutgers University, Newark, NJ

Aim: The Institute of Medicine has identified that frontline nurse managers are key persons uniquely positioned to strengthen patient safety and care quality in a variety of patient care venues. Yet, little is known regarding the specific managerial activities or “best practices” that nurse managers in hemodialysis settings use to achieve positive safety outcomes. The purpose of this study was to identify and describe specific managerial practices used by nurse managers in outpatient hemodialysis units to enhance patient safety and quality of care.

Methods: A descriptive qualitative design was used. Seventeen nurse managers in outpatient hemodialysis units in the United States comprised the study sample. Telephone interviews were conducted, and qualitative content analysis was used to encode the data.

Results: Patients, staff, the dialysis unit environment, and the dialysis organization were identified by nurse managers as sources of safety risks. Nurse manager safety practices illuminated from the data were complex and multifaceted and were aimed at reducing patient, staff, environmental and organization risks. The safety practices of nurse managers focused on monitoring and addressing risky patient and staff behaviors, managing patient turnover flow, conducting formal audits, patient and staff education, encouraging patient engagement in care, advising, coaching and disciplining staff, environmental assessments and unit redesign, ensuring infection control, and dealing with the frustration of mandated staffing allocations and ratios by filling in “as staff” and juggling staff on a shift-by-shift basis.

Conclusions: The identification and description of these nurse manager safety practices can be used as a foundation in efforts to establish nurse manager practice standards in outpatient hemodialysis units. The study findings also underscore the critical role of nurse managers in creating and maintaining patient safety within outpatient hemodialysis settings.

Abstract selected for presentation at ANNA's 46th National Symposium, Lake Buena Vista, FL, 2015