

# Nursing Leadership in a Complex Healthcare Environment



Alpha Beta Nu Chapter

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## Aim

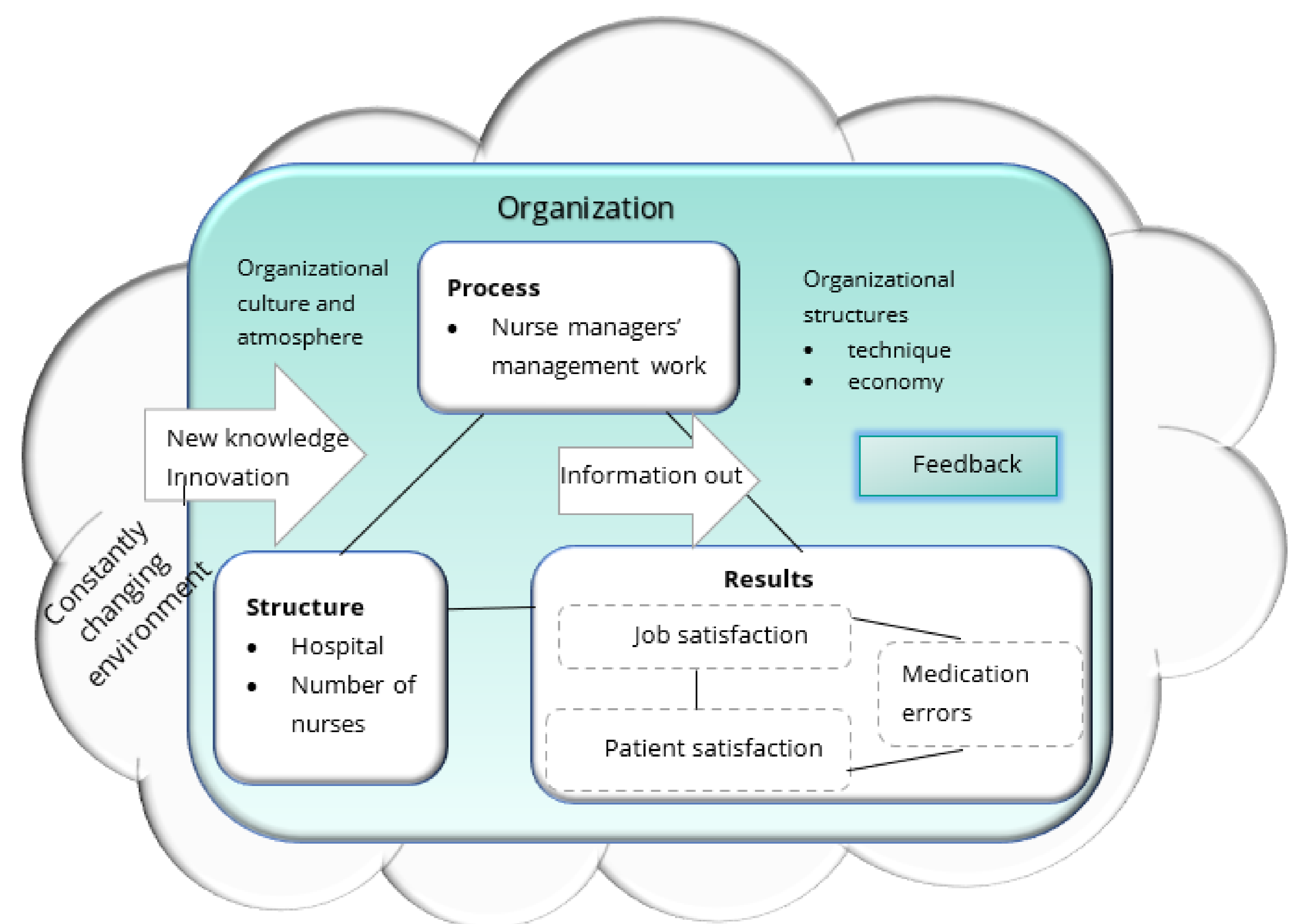
To describe nurse managers' management work and its relationship to nursing outcomes within the frameworks of Complexity theory and the Donabedian model.

## Methods

The data were collected from three Finnish hospitals, involving nurse managers (n=29), nurses (n=306), and patients (n=468). The Nurse Manager Work Content Questionnaire for nurse managers, the Kuopio University Hospital Job Satisfaction Scale for nurses, the Revised Humane Caring Scale for patients, and medication error data from the Haipro register were utilized. Covariance analysis was used.

## Results

Several direct and indirect relationships between nurse managers' activities, nurses' job satisfaction, patient satisfaction, and medication errors were observed. The dynamic model, following the Donabedian framework, illustrates the connection between structure, process, and outcomes. According to Complexity theory, management is adaptive, and the feedback received from results adapts within the organization, potentially leading to either balance or change. The organization's culture, atmosphere, and structures are foundational elements upon which nurse managers' activities and nursing outcomes are built. The constantly evolving environment impacts the entire organization's operation.



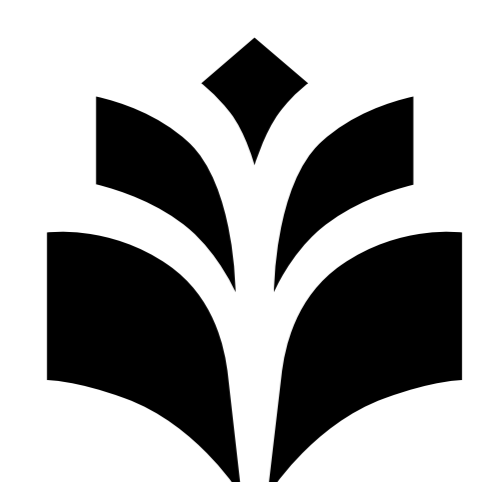
Nurse managers' ability to acquire new knowledge and adopt innovations is essential for creating conditions that support creative solutions to improve outcomes and for developing leadership.

## Conclusion

Complexity theory presents an alternative approach to examining the relationships between nursing management and the practice environment. This approach challenges traditional top-down leadership models, which may not yield effective results or foster cultural changes. Nurse managers can play a pivotal role in promoting a new perspective that recognizes the complex interplay of various interactions, ultimately contributing to improved nursing outcomes.

## References:

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