THE VISION OF THE PRESIDENT OF THE ORDER OF NURSES OF LEBANON HELEN SAMAHA NUWAYHID

I CALL ALL NURSES OF LEBANON TO CALL THE ORDER THEIR NICHE

I CALL TO:

AFFIRM THE ORDER OF NURSES AS:

• A web-of-inclusion for all nurses in Lebanon in practice, education, administration and research.
• An empowering partnership for nurses to *Learn, Teach, Serve,* **and** *advocate.*
• A channel to make the voice of nurses heard.
• The ground to affirm the unique professional and economic value of nurses
• The venue to build powerful partnerships and bridges with other stakeholders in policy-making, health, media, businesses and the community at large

INVEST IN TRANSFORMATIONAL LEADERSHIP:

BREAD MORE LEADERS NOT FOLLOWERS!

• Value nurse leaders who have vision, are professionally, academically and politically savvy, and have a life-long commitment to nursing.
• Affirm high ethical and moral grounds as the most essential living values for nursing leadership at all levels
• Invest in nurse-led initiatives in the community, and provide the legal umbrella.
• Publicize all policies that affect nurses' life, practices and mandates in clear understandable terms. Follow-up, update and enforce policies that promote nurses and nursing contributions.
• Publicize and celebrate achievements and challenging

experiences at all levels of nursing. Endorse it and share it in healing and meaningful ways.
• Develop networks of nurse expert in different nursing specialties to work on collaborative *Learn-Teach-Serve-Advocate* projects, where students, nurses and experts are treated as partners.
• Transform challenges into opportunities and collaboratively develop creative solutions.
• End the culture of silence and marginalization among nurses.
• Invest strongly in communication skills and conflict management at all levels of nursing. Invest in focus group discussions (FGD) to identify strengths, weaknesses, threats and opportunities for all nurses.

• Stress that commitment to correct broken rules, incompetence, mistakes, disrespect, mismanagement and poor teamwork saves lives.
• Recognize nursing expertise and talent via certification, special appointments, awards, publicity and other innovative investments
• Study attrition (using exit interviews and other methods) in education, practice and administration. Publicize corrective measures and success stories.
• Stop the nursing hemorrhage
• Reverse nursing shortage.

INVEST IN NURSING EDUCATION.

ENSURE THE FUTURE OF THE NURSING PROFESSION!

• Ensure diversity in nursing student body to mirror the population i.e. gender, age, social affiliations and geographical areas etc.
• Use bridging programs to recruit and retain the best talents and eliminate academic under- preparedness. Stress the importance of BSN as the entry point for the nursing profession.
• Define and enforce clear educational program hallmarks to excellence via accreditation, integration of best practices, and bench marks
• Invest in high quality well-prepared faculty i.e. expert nurse researchers, expert nurse clinicians and inspirational academic nurse leaders, both in academic and technical nursing education.
• Embed nursing curricula with the most up-to-date nursing-know-how as science and art, public health, technology, law, media, art and finance.
• Transform and revisit nursing education using the wealth of different educational home-grown successful models and those at the international level.
• Invest in "learning from life" model. Enforce the voice of the patient in nursing education through partnership with patients and families, and create authentic educational material such as case studies from real life.
• Invigorate and enrich nursing curricula with simulation and dramatization exercises, and writing and communication skills.
• Promote *Learn-Teach-Serve* approach in nursing education.
• Invest in inter-professional education. Build bridges and promote interaction and collaboration between all health system assets, nurses, doctors, and patients early in the

educational process.
• Reduce attrition rates among faculty and students.
• Capture and correct the pitfalls where nurse educators are undervalued/ devalued
• Ensure the Viability of The Nursing Profession.

INVEST IN PROMISING NURSING CANDIDATES AND STUDENTS.

CAPTURE THE PULSE OF THE YOUNG!

• Interface with teen- agers and share nursing success stories with them via campaigns
• Describe nurses' work in innovative and traditional roles via the media, hospitals, schools, homes and work places etc
• Recruit students into nursing before they reach university years & mentor them throughout university years
• Affirm that selection criteria and mentoring are key factors to capture, recruit and retain quality students.
• Draw clearly the trajectory of nursing profession i.e. scholarship and practice. Make the trajectory visible to students and other stake-holders early in the process.
• Use interviews and letters of reference and other traditional and innovative methods to capture and retain the best candidates
• Recruit nursing students into Nurse - Led Collaborative projects in the community to *Discover, Learn, Serve* and *Advocate.*

ENSURE THE FUTURE OF NURSING. MENTOR FRESH NURSING GRADUATES.

MENTORSHIP CAN MAKE BREAK-THROUGHS THROUGH

• Harnessing talents through collision of ideas not through clashes of personalities and subcultures.
• Clear conceptualization of nurse's work and commitment to the profession
• Critical thinking, public speaking, communication and conflict management skills
• Coherent body of knowledge and sound basic/ advanced clinical skills
• Powerful writing skills such as personal profiles,

commentaries, persuasive expository; and story-telling.
• Guarding fresh graduates against:
- Toxic mentorship, cultural shock abuse or marginalization.
- Perceiving each other as competitors or enemies n the job market.
- Clashes engendered in a political environment that is highly charged with divisions along the religious lines, political affiliations and different educational systems and different educational entry points etc.
- Pathologies of power/ horizontal and vertical violence i.e. oppression, discrimination, bullying etc

Ensure The Vitality of the Nursing Profession. Define Nurses' Work.

THIS IS YOUR WORLD. SHAPE IT OR SOMEONE ELSE WILL!

• Embrace recipients of care of all ages as individuals, families and communities.
• Impact quality of care and quality of life in acute settings, rehabilitation and health promotion.
• Make nursing contributions in the health care system unique and palpable.
• Invest in nurse-led initiatives in the community. Provide a day-to-day comprehensive clinical support within and outside hospital walls for special groups such as the elderly, the disabled, and the mentally-ill etc
• Collaborate, coordinate and lead in the health team.
• Endorse the vital role of nurses in the health care system as front-liners and life savers.
• Endorse nursing as a labor-intensive sector

Focus on Nurses as Valuable Human Resources. Value Experienced Nurses.

TRANSFORM YEARS OF EXPERIENCE INTO EXPERTISE!

• Focus on experienced nurses and maximize their scope of practice.
• Invest in designing new roles for nurses in hospitals and in the community e.g. palliative care, and elderly care, rehabilitation, care of the disabled and home care and others.

• Invest in nurses who can blend another discipline to enrich and empower nursing e.g. nurse lawyer, nurse journalist, nurse artist, nurses in public health, nurses in technology, nurses in finance / business and nurses as policy- makers etc
• Enforce career commitment: build capacities, instate career ladders and professional progression, eliminate burnout, and promote decision-making power.
• Endorse experienced nurses as the backbone of hospitals.
• Publicize seasoned nurses as the safety net for patients and doctors in hospitals.
• Use seasoned nurses to mentor novice nurses and to help them cope with the demands of the nursing roles and the cultural shock.
• Translate high- caliber nursing know-how into best practices and bench mark it for Lebanon.
• Make nursing salaries/fees commensurate with nursing effectiveness, productivity and expertise, not as part of the room rate.
• Endorse and legalize the economic value of experienced nurses by offering them flexible work schedules and other rights and benefits such as health insurance and after retirement.

Make Nurses Work Environment a top Priority and link it to Patient Outcomes

NURSES ARE THE SAFETY NET OF THE HCS... SAVE THEM!

• Incorporate nurses work life conditions as the key dimension of quality in standards of accreditation, and integrate it into the wider health care reform issues.
• Endorse appropriate and meaningful descriptors and

indicators to monitor improvements in nurses work life conditions and practices.
• Invest in design and refinement of workload measurement tools and systems.
• Focus on the wholistic approach of quality management such as acuity and frailty indices, recognition of differences in patient profiles.
• Use indices that are sensitive to the age and expertise of the nursing workforce, staff mix issues and scarcity in resources such as equipment for patients comfort, monitoring, mobility, safety, and quality of life, while evaluating outcomes of nursing care.
• Link shortages of nursing to patient safety, and delays in patient recovery and discharges, and show the evidence.
• Implement flexible scheduling and mentorship programs, assess its the impact, and publicize it nationwide
• Target funding for investment in nursing work life
• Invest strongly in collective bargaining and policy-making

Endorse Nursing Research as the Backbone of Nursing

IGNITE POWRFUL TRANSFORMATION VIA NEW NURSING KNOW-HOW!

• Collaborate with all stakeholders to identify nursing research prerequisites and priorities
• Set a preliminary National Nursing Research Agenda for Lebanon
• Bridge between different schools of nursing and nursing services via Learn-Teach- Serve- Research Collaborative projects.
• Provide nurse experts the opportunity and the mechanisms to share their intellectual wealth with the widest group of nurses.
• Close the loops between research, education, and practice. Translate and diffuse research findings to all end-users.
• Integrate nursing research into nurses' way of thinking, decision-making and implementing change.
• Identify gaps and difficulties that confront researchers and practitioners and set corrective measure.
• Encourage nurse researchers to participate and lead in collaborative research projects with physician, administrators, and other public health experts.
• Promote all types of nursing research i.e.

quantitative and qualitative research, especially action oriented research.
• Promote home-grown research
• Bench- mark research at the national level
• Fund-raise for collaborative research projects

Invest in Quality and Safety

NIDGTENGALE SAID "NURSES, DO NO HARM!

• Empower nurses, as front- liners at the point of delivery of care, to initiate changes/implement/enforce practices that lead to excellence in nursing and patient satisfaction.
• Empower nurses and support them legally to blow the whistle when patients are at risk, or their safety is threatened.
• Support decentralization, a non-punitive culture and innovations in practice to enhance quality management in the health care system.

Endorse Knowledge Synthesis and Technology-rich Environment in Nursing.

TRANSFORM DATA IN KNOWLEDGE!

• Invest in a systems of data collection that allows valid comparisons and benchmarking i.e. using minimum data sets and information highways etc
• Create clearinghouses to share tools, information and networks to support decision-makers and policy-makers
• Nurses and others in the health field to perform & coordinate their work and duties more accurately, quickly and safely.
• Endorse the current and future nurse work environment as complex, technologically sophisticated and rich in nursing informatics tools- the age of the "enabling technology".

CAN TECHNOLOGY REPLACE NURSES!

Using technology
Nurses can make healthcare safer, effective, efficient, patient-centered, timely and equitable.
Interweave enabling technologies transparently into nursing practice and education, making information technology the stethoscope for the 21st century.

manpower.
• Enhance the ultimate nursing power through policy-making.
• Involve all stake holders in the health care system at the highest levels, and the community in the fight against violence in the work place.
• Demand and enforce effective collaborative measure to uproot violence from the workplace
• Promote and preserve nurses' human rights, image and power.

UPROOT THE PATHOLOGY OF POWER FROM NURSING AND THE HEALTH CARE SYSTEM.

PRESERVE NURSES HUMAN RIGTHS AND DIGNITY

• Monitor and uproot the pathologies of power from nursing education, practice and administration.
• Use referent power and the power of knowledge to positively influence coworkers, partners, patients and families, and the community.
• Invest strongly in promoting a culture of "Communicate, Support, Confront, Mentor, Motivate, Empower, and Inspire"- to reverse the culture of silence, marginalization and loss of image.
• Eliminate vertical and horizontal violence from the workplace i.e. Bullying, abuse, marginalization, discrimination, humiliation and oppression and physical aggression. etc.
• Raise the voice against any physical or verbal aggression against nurses and other health care workers.
• Publicize the magnitude of aggression against nurses, and show evidence that violence against nurses leads to demoralization, poor performance and loss of nursing

STRATEGY

I CALL TO:
LEAD TRANSFORMATION

• Reflect, Envision, Critique, Innovate, Communicate, Share, Support, Trust, Motivate, Inspire, Empower, Recruit, Retain
• Endorse students, nurses and experts as partners
• Promote Teach-learn-serve Approach
• Touch quality of life of individuals and families
• Build trust and partnerships with stakeholders in health
• Endorse the vale of nurses traditional roles
• Promote nurse-led-initiatives in the community
• Close the loops in the knowledge-service-policy cycle
• Promote innovative, rigouros nursing curricula and blend in law, media, art and business etc
• Endorse nurses work life conditions and career progression as priority
• Make nursing visible and viable to the young
• Set a preliminary national nursing research agenda for lebanon
• Value and Position nursing a vital unique discipline

STOP NURSING HEMORRHAGE! UPROOT THE PATHOLOGY OF POWER!! END THE CULTURE OF SILENCE!