



Exploring the educational dimensions of health services management: Perspectives from nurse unit managers

Margaret Yen, BHSc. (Nurs); MHM; MHSc.(Ed)
PhD Candidate
Charles Sturt University

Supervisors: Dr Franziska Trede,
Dr Celina McEwen



Structure

- Background
- Research Questions
- Methodology
- Literature
- Findings
- Implications
- Questions

A paradigmatic moment

Research Questions

- ▶What are the NUMs' experiences of the educational dimensions of their roles?
- ▶What is the nature of the educational dimension of the NUM's role?
- ▶What is the nature of the culture or context that influences learning in the workplace, and does the NUM have a role in shaping this?
- ▶What is the reasoning behind the educational choices made by NUMs?
- ▶What are the implications of these findings for health services management development?



Methodology

Qualitative Interpretive approach

Discourse analysis and ethnography

Literature review

Data collection: 8-15 NUM's from a single site

Methods: Interview
 Observation
 Follow up interview
 Focus group



Literature Review

- General management
- Human resource management
- Nursing management
- Health services
- Education

Managers' influences on learning

- Providing opportunities for learning within work practices
- Working with someone else: tacit knowledge transfer
- Providing opportunities for problem solving
- Structure of work
- Allocation of tasks
- Staffing
- Thinking time-deconstruction
- Time

Socialisation → **learning, confidence, retention.**
(Eraut, 2011)

Implications: Preparing managers for the future

- Context
- Change
- Adverse events
- Performance

Questions

Is there an educational dimension of health services management?

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Education For Practice Institute



Contact Details

Margaret Yen

myen@csu.edu.au

02 6338 4497

Education For Practice Institute

Associate Nurse Unit Managers provide leadership and role modeling for staff and they are responsible for setting the standards that govern the behavior of nurses within their team. All participants interviewed believed that they were leaders in the workplace. Main Outcomes: Education and consistency were identified as crucial for smoke-free policies to be successful. Participants acknowledged that the availability of therapeutic interventions, staff resources and the accessibility of nicotine replacement therapy were crucial to assist consumers to remain smoke-free while on the unit. Personal Knowledge Management. Save to Library. Download.Â Exploring the educational dimensions of health services management: Perspectives from nurse unit managers. Save to Library. by Celina McEwen. This paper seeks to explore the responsibility and power of the role of nursing unit managers (NUMs) in rural New South Wales using Kanter's theory of organisational power as a framework. Using in-depth individual interviews with twenty NUMs, data were analysed from four perspectives to gain a deep understanding of the NUMs' working world. The findings show that the NUMs' role is substantive, encompassing both clinical and managerial functions. Overall, the findings indicate that the