**Flexibility keeps nurses**

A study shows diversified, personalized recruitment and retention helps hospitals combat the nursing shortage. The American Organization of Nurse Executives (AONE) surveyed 58 U.S. hospital nursing and human resource administrators. The group cited flexibility as vital in meeting career and personal needs of nurses. For more information, visit the AONE Web site at ahna.org or call 800-434-4352.

**Promote breast cancer awareness**

Help fight breast cancer by purchasing “Fund the Cure” stamps. When you buy the stamps for 40 cents, the extra 7 cents goes toward breast cancer research. If all stamps are sold, $16,000,000 will be raised for research.

**STTI wins award**

Sigma Theta Tau won the Award of Excellence in the 2000 Associates Advance America (AAA) Awards program, a national competition sponsored by the American Society of Association Executives (ASAE), Washington, D.C. The award is for the society's partnership with the American Cancer Society's Triple Touch Program. This program is now under consideration for a Summit Award, the highest level of recognition, at ASAE's 80th annual meeting in Orlando, Fla., August 12-15.

**A positive approach to managing short staffing**

With ongoing nursing shortages in the U.S. and internationally, it's inevitable that most nurses will encounter short staffing in the course of a career. Because of that reality, it is crucial for nurses to be skilled in managing human resources and biotechnology, especially in periods when there is a lack of health care professionals. Registered nurses have become increasingly vocal about the inherent risks of short staffing. In October, California became the first state to enact legislation mandating establishment of safe nurse-to-patient ratios in the acute care setting, due in part to the efforts of the American Nurses Association, California. The nursing shortage not only affects patient health, but also the professional and personal lives of nurses. During shortages, the rates of occupational injuries, stress-related illnesses and professional burnout rise. Nurses may face claims of negligence and malpractice if short staffing leads to errors or omissions in care. The impact of chronic short staffing on nurses’ personal relationships, while present in anecdotal cases, is yet to be adequately researched.

The development of long-term solutions to the nursing shortage, such as improved funding for nursing education and the passage of statutes ensuring safe nurse-to-patient ratios, are essential. Additionally, nurses require effective strategies to meet the challenges of short staffing. Guidelines promulgated by the American Nurses Association provide essential information, as do recommendations from the Institute for Safe Medication Practices and the American Society for Healthcare Risk Management.

The general approach to managing a short staffing situation is the same regardless of the cause. Registered nurses, by virtue of their education, are well prepared to identify and prioritize managing a short staffing situation requires establishing priorities and assessing patient needs.
Indianapolis, Ind. The critical thinking, creativity and crisis caring, courage, comfort, competence, throughout the book helps nurses as they share their with readers the work of patients in Difference: Stories from the Point of Care, published by Center Nursing Press in Indianapolis, Ind. The generous use of stories throughout the book helps the reader focus on essential concepts.

Most notable are illustrations of caring, courage, comfort, creativity, critical thinking, crisis and crisis intervention. The book captures the essence of nursing by describing the work of nurses and the actions they take as they give of themselves. By utilizing story telling, Hudacek gets at the heart of human experiences.

Throughout the book, readers are beckoned to reflect on the knowledge and work of nurses that continue to be undervalued and that are not understood. In reading through each chapter, you come to the realization that what at first glance appears to be a collection of simple tasks such as sitting with an elderly woman, caring for a young man who has just been in a motorcycle accident, or talking with the family of a child who has leukemia requires knowledge and the ability to care. Unfortunately, nurses have not been good at conveying to the public the intricacy and importance of what they do.

Fortunately, Hudacek has captured the importance of nurse work by having nurses share their experiences. Hudacek presents information in a sensitive and responsive manner. The book is extremely easy to read and a must for all nurses. Whether you are a nurse clinician, researcher, or administrator, Hudacek's Making a Difference: Stories from the Point of Care illuminates the fundamental meaning and purpose of nursing. What makes this book unique and recommended are the stories or memories of each nurse that are indicative of how nurses are forever affected and changed as a result of their relationships with patients and families.

To order your copy of Making a Difference, contact Sigma Theta Tau International toll free at 888.634.7575, e-mail at: memserv@stti.inu.edu or order online at nursingsociety.org/catalog.

James A. Fain, RN, PhD, FAAN, is an associate professor/director, PhD Nursing Program, University of Massachusetts Amherst, Graduate School of Nursing.

---

**Book review Making a Difference: Stories from the Point of Care**

by James Fain

Sharon Hudacek shares with readers the work of nurses as they share their stories of relationships with patients in Making a Difference: Stories from the Point of Care, published by Center Nursing Press in Indianapolis, Ind. The generous use of stories throughout the book helps the reader focus on essential concepts.

Most notable are illustrations of caring, courage, comfort, creativity, critical thinking, crisis and crisis intervention. The book captures the essence of nursing by describing the work of nurses and the actions they take as they give of themselves. By utilizing story telling, Hudacek gets at the heart of human experiences.

Throughout the book, readers are beckoned to reflect on the knowledge and work of nurses that continue to be undervalued and that are not understood. In reading through each chapter, you come to the realization that what at first glance appears to be a collection of simple tasks such as sitting with an elderly woman, caring for a young man who has just been in a motorcycle accident, or talking with the family of a child who has leukemia requires knowledge and the ability to care. Unfortunately, nurses have not been good at conveying to the public the intricacy and importance of what they do.

Fortunately, Hudacek has captured the importance of nurse work by having nurses share their experiences. Hudacek presents information in a sensitive and responsive manner. The book is extremely easy to read and a must for all nurses. Whether you are a nurse clinician, researcher, or administrator, Hudacek's Making a Difference: Stories from the Point of Care illuminates the fundamental meaning and purpose of nursing. What makes this book unique and recommended are the stories or memories of each nurse that are indicative of how nurses are forever affected and changed as a result of their relationships with patients and families.

To order your copy of Making a Difference, contact Sigma Theta Tau International toll free at 888.634.7575, e-mail at: memserv@stti.inu.edu or order online at nursingsociety.org/catalog.

James A. Fain, RN, PhD, FAAN, is an associate professor/director, PhD Nursing Program, University of Massachusetts Amherst, Graduate School of Nursing.
Mary Ann Dailey

Job description:
As a freshman lawmaker, I serve my constituents and colleagues by helping to shape laws that govern the citizens of the Commonwealth. My legislative priorities include health care, additional local tax reform, responsible land use and initiatives designed to help welfare reform continue to be a success in Pennsylvania.
support persons and facilitators with these families. A lot of nurses are already doing that."

Organ procurement agencies work with hospital staff to coordinate donations. Federal legislation requires that anyone who dies in a hospital be referred to an organ procurement organization. Certified procurement coordinators work with families considering donating, as well as hospital staff, including nurses, in donation and grief counseling. In most cases nurses, not physicians, become liaisons between the family and procurement agencies.

Organ donation includes heart, lungs, liver, bowel, kidneys, pancreas, and skin. Tissue donation includes corneas/eyes, heart valves, veins, cartilage, bone/marrow, blood vessels and skin. Medical circumstances surrounding a death determine eligible donors for organ and tissue donation.

"Our goal as health care professionals is not to get a "yes," but to support a family in a professional, caring manner and present them with the facts and options about donation," says Debi Lammert, RN, MSN, CCRN, RN, clinical nurse specialist, Pediatric Cardiopulmonary Service, Texas Children's Hospital, Houston, Texas. "I think more people would donate if they had dealt with the emotional issues before the tragedy occurred and they are dealing with grief. It can be a real source of comfort to feel their loved one live on and, even in death, enhance the life of someone else."

The public may be unaware of basic information about donation, says Sharpe-Cassese. For example, the age range for donors is newborn to 75. Some donors are eligible only to donate organs, others only tissues, but some may donate both. While many people believe filling out a donation form on their driver's license renewal is all that's needed, it is not a legally binding form and is not valid without the family's consent. Communicating donation wishes to family members and friends is the only way to ensure donation will ultimately occur.

Lammert says that families who talk about donation before a death are more comfortable with the decision. The family that hasn't discussed the options often declines or may be too overwhelmed with grief to consider donation. Public education and awareness are paramount to helping make more organs and tissues available in the future.

"Nurses have unique opportunities in their various settings. When you're talking about end-of-life care or resuscitation status or living wills, that's a perfect opportunity to also talk about donation with families," Sharpe-Cassese says. "It should be discussed not just in critical care settings, but also in the emergency room, the doctor's office and everywhere nurses might have an opportunity to talk about the wishes of the patient."

A highlight of the Nurses Week celebration of The Methodist Hospital, Houston, was the unveiling of a large quilt composed of 12 x 12-inch squares produced by the nursing units in the hospital. The finished product reflects the caring, teamwork and relationship building necessary to create the quilt squares and to operate the large urban hospital.

The quilt symbolizes the core values our staff applies to provide quality patient care. It is a reflection of their effectiveness as nurse leaders. The project was the brainchild of Ann Scanlon-McGinity, RN, PhD, of the hospital's Nursing Leadership Council. Cotton squares were distributed to all nursing units, and creativity reigned as squares were returned appliqued, silk-screened, quilted and embroidered. The themes portrayed in the quilt were heart, caring, teamwork and relationships, which mirror the work of the nurse manager group to inspire caring leadership and personal effectiveness in all Methodist Hospital staff.

"You could see that the nurses poured their heart and soul into their work," says Susan Welford Kajs, RN, MS, leader of the nurse manager group. "The process fostered a sense of pride and belonging."

Nurses at the Methodist Hospital, Houston, created a quilt during Nurses Week to symbolize teamwork, leadership and personal effectiveness used daily to providing patient care.

The quilt is displayed at the hospital, and plans are being made to enter it in the International Quilt Festival.

Pamela Triolo, RN, CNM, PhD, FAAN, is senior vice president, Organizational Effectiveness and chief nursing executive, The Methodist Hospital, Houston, Texas.

A nursing story of relationships

Excellence available online

Excellent articles are available at nursingsociety.org/publications/excellence.html. Don't miss these articles:

Excellence in Nursing Administration:
- Personal effectiveness during turbulence
- A positive approach to managing short staffing
- Education increases organ donation

Excellence in Clinical Practice:
- Music shown to decrease infant pain
- Nurses help Ukrainian children with heart disease
- Chemotherapy may cause bone loss in women
- Nurses care well for patients in Hurricane Floyd aftermath
- Nursing shortage is our charge

Excellence in Nursing Education:
- Making teaching visible
- How to write a case study for online education
- Earn contact hours online
- Creative literature complements nursing education

If you did not select one of these three versions, you automatically received Excellence in Clinical Practice. You may still select a customized version of the October issue by calling our Member Service Center at 1-888-634-7575 or e-mailing: marketing@ota.ipu.edu. Select only one version to receive in the mail and please include your member number in your response.

Don't lose that number!

Keep your Sigma Theta Tau membership number handy when replying online or by fax, phone or mail. Please include your number on all correspondence including ordering sales items, renewals, dues or selecting which version of Excellence you'd like to receive. This allows us to quickly and efficiently access your membership records and process your requests.

Excellence in Nursing Administration:
- Personal effectiveness during turbulence
- A positive approach to managing short staffing
- Education increases organ donation

Excellence in Clinical Practice:
- Music shown to decrease infant pain
- Nurses help Ukrainian children with heart disease
- Chemotherapy may cause bone loss in women
- Nurses care well for patients in Hurricane Floyd aftermath
- Nursing shortage is our charge

Excellence in Nursing Education:
- Making teaching visible
- How to write a case study for online education
- Earn contact hours online
- Creative literature complements nursing education

If you did not select one of these three versions, you automatically received Excellence in Clinical Practice. You may still select a customized version of the October issue by calling our Member Service Center at 1-888-634-7575 or e-mailing: marketing@ota.ipu.edu. Select only one version to receive in the mail and please include your member number in your response.