

**Review Article**

Coordinator Strategies and Skills: Literature Review

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Hospitals are complex, high-risk organizations where nurses and other healthcare workers must work together to provide safe patient care. The negative impacts of poor teamwork, coordination, and communication are increasingly recognized as underlying issues in patient safety. From here, we can define the coordinator as the pivotal figure and organizational driver to avoid all these issues.

Objective: The objective of This elaborate and that of evaluate if the strategies harvest in act and the coordinator's skills affect whether or not the work and health of the nursing team. **Methods:** After careful research, the following research question was constructed. The strategies and skills of the coordinator affect the performance and private life of the nursing team. **Conclusions:**

Come on results of the articles Yes it emerges that: a process of assignment of nurse-patient more effective and efficient improves patient safety. The shift from 12-hour to 8-hour daily shifts, imposed by the coordinator, can affect nursing staff satisfaction with care delivery and handovers and has a negative effect on ward staffing. Shift work directly affects sleep quality and develops burnout and indirectly affects job performance. There proactivity of the leader nursing and fundamental why can mitigate the negative effects of workload and can stimulate learning of the nursing team.

Keywords: Head nurse; Nurse leader; Nurse work; Nursing supervisory

Introduction

Hospitals are complex, high-risk organizations where nurses and other healthcare workers must work together to provide safe patient care. The negative impacts of poor teamwork, coordination, and communication are increasingly recognized as problems at the base from the safety of the patient (Almeida, King, & Salisbury, 2013; Weaver et al., 2013). For example, poor communication and inadequate teamwork among operators sanitary I am associates to two third parties of the events sentinel (The Joint Commission, 2014). On the contrary, a healthy work environment, good leadership and supportive co-workers can mitigate the effects negatives described above and improve job satisfaction and care performance in the daily activities performed by nurses (AbuAlRub , 2004; Top, 2013). Another factor that greatly influences the healthcare environment is the lack of personnel

Shortages of nursing care lead to worse patient outcomes, which in turn increases drastically the costs of assistance health (Snavely , 2016).

For the singles In healthcare institutions, high nurse turnover rates compound the challenges created by the shortage and result in staggering financial losses (Roche, Duffield , Homer, Buchan , & Dimitrelis , 2015). At the same time, the nurses they suffer to cause of a rare balance Between Work and private life, rigid schedules, burnout, and poor compensation. These stressors promote attrition among staff and the profession as a whole. The nature of nursing work, being physically and psychologically demanding, coupled with stressors such as burnout, work-family conflict, inadequate compensation, and workplace bullying, results in high attrition rates (Dawson et al., 2014; Unruh et al., 2016).

This shortage of nurses translates into increased shifts, workload and time pressure which can give rise to discomfort, job dissatisfaction and, ultimately, the desire to leave the profession, generating a

vicious circle that leads to both a reduction in well-being at work and a lower quality of service (Flinkman et al. 2013). Furthermore, exhausted, dissatisfied nursing staff and unmotivated It represents a problem for healthcare organizations in terms of continuous reorganization of work due to shift changes, absenteeism and turnover (Cortese 2013). Many countries are already facing the problem of a growing need for nurses, as there are of the changes demographics and in some villages of Europe southern, you and a block of hiring deriving from the crisis economic (go of Heijden and to. 2010, Courteous 2013, Heiner et al. 2013). These are the difficulties faced by healthcare companies and more specifically by nursing leaders in managing resources.

The role of the nursing coordinator is expressed in guiding and directing the operators towards a correct use of training: which must be conceived as a precious opportunity for the development and enhancement of professionalism, in a perspective of continuous personal and professional growth. In addition to observing the adequacy of the services performed and considering the training needs expressed by the collaborators, he/she should be able to bring out their most latent training needs, using methods such as continuous interviews with the staff, which allow involvement to evaluate the skills possessed by the team compared to those required by the organization.

The nursing coordinator must have typical characteristics of managerial positions, which are:

- Strategic capabilities (knowing how to take risks). Taking responsibility for every decision, answering for oneself and one's collaborators, proposing actions and implementing them, having economic sensitivity to correctly measure the probable costs and revenues of every investment, seeking responsibility.
- Relational skills (knowing how to negotiate and manage conflicts) Knowing how to motivate collaborators by creating

involvement and participation in the group's objectives.

- Operational skills: knowing your technical job, commanding and being obeyed, knowing how to program and plan yourself, knowing how to work hard.

Methods

The research was conducted using the research question that I posed as the starting point of my research: Strategy and The coordinator's skills affect the team's performance and private life nursing?

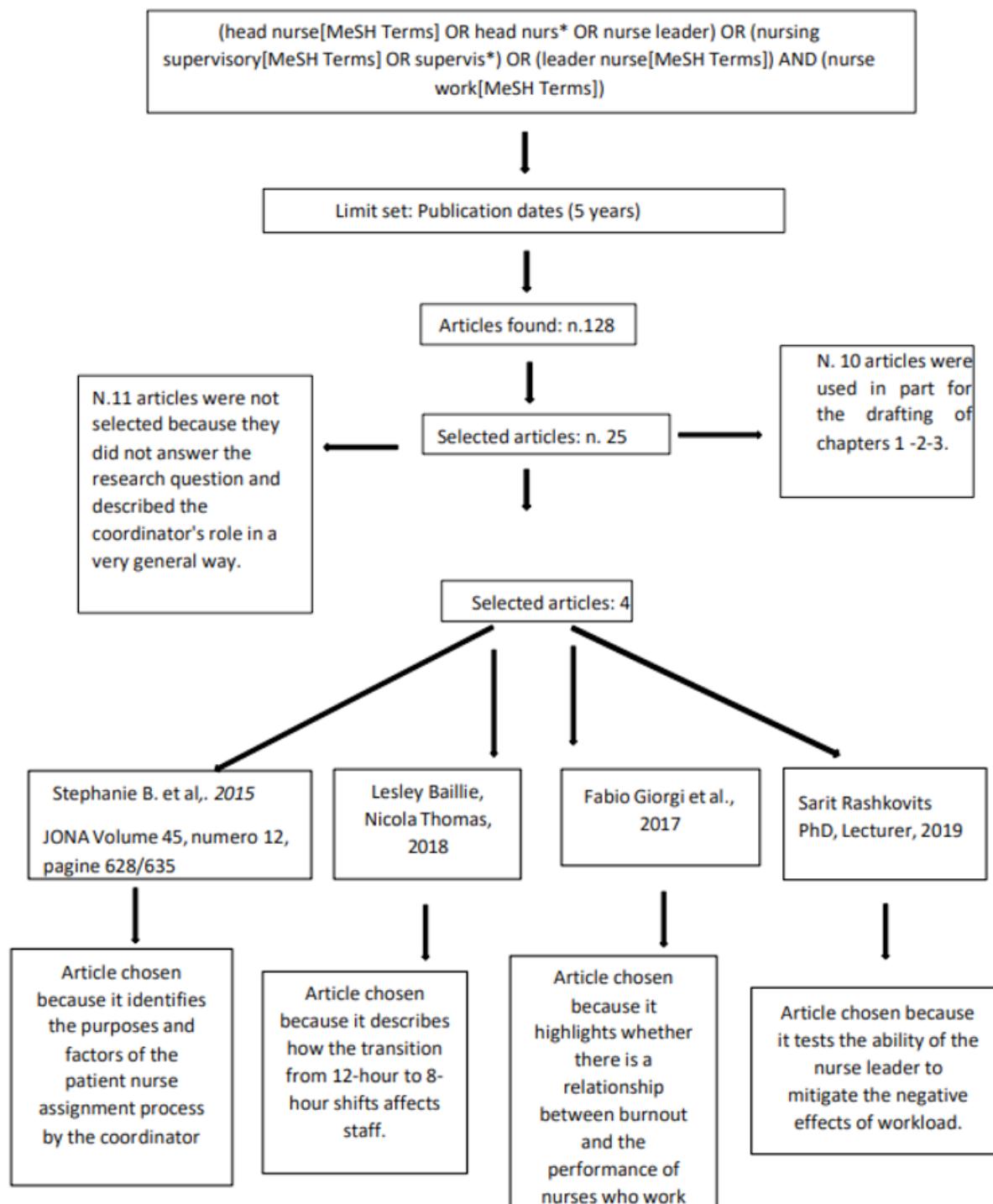
I conducted the research using the PIO methodology which allowed me to identify the keywords and subsequently the articles related to the chosen topic:

- P (Population and Problem): There management And the skills of the coordinator
- THE (Intervention): strategies harvest in act from the coordinator
- (Outcomes or themes): Prevent errors during assistance and episodes of stress and burnout in the nursing team

There research of the articles and was conduct on Bank Data PubMed, Where I have used the following keywords: head nurse, nurse leader, nurse work, nursing supervisory combining and/ or including them together through the use of Boolean operators AND and OR, obtaining results that simultaneously contain the related terms or both.

Furthermore, to narrow and target the search, I used MeSH (Medical Subject Headings).

Flowchart of Research with the Results Obtained and The Criteria Adopted and there Following



| Author, Title of The Study and References | Objective of The Study | Drawing from Sample Study -Methods | Aspects Study Yourself | Results |
|--|---|---|--|--|
| <p>Stephanie B. and to, 2015</p> <p>The Nurse-Patient Assignment: Purposes and Decision Factors</p> <p>JONA Volume 45, Number 12, pp 628-635</p> | <p>Identify goals and factors decision-making of the nurse-patient assignment process</p> | <p>Nurses in charge participated (n = 14) That they had at least 6 months experience in creating NP-A. All charge nurses were white women (Table 1) and 11 participants (79%) occupied positions permanent leadership in their units. Seven nurses (50%) held specialty certifications and half (50%) earned a diploma BSN.</p> | <p>The nurses in charge were asked questions about the objectives and on results to the in order to elicit goals and explore motivations regarding the process of assignment. They were asked about tools, variables and important considerations to identify factors in the assignment process. Finally, the assigned nurses were asked to describe a particularly demanding task and to give advice to inexperienced task managers in order to encourage further purposes and factors.</p> | <p>The nurses in charge they identified 14 purposes and 17 decision factors of the nurse-patient assignment process.</p> |
| <p>Lesley Baillie, Nicola Thomas, 2018</p> <p>Changing from 12- hr to 8-hr day shifts: A qualitative exploration of effects on organising nursing care and staffing</p> <p>Journal of clinical nursing</p> | <p>To investigate how nursing care is organized in the departments where the nursing staff carries out day shifts of different lengths and how the length of the day shift affects the staffing of the departments.</p> | <p>The setting was two wards for older people in an acute hospital in England. The nursing staff in one ward has continued to work 12-hour shifts a day; the staff of the other department has worked on 8-hour shifts in the late morning and early morning, with an afternoon overlap, for 6 months.</p> | <p>The study was conducted in two medical wards for the elderly with 28 beds working on shifts of 12 hours a day. From July to December 2013, in one department (aka "Department T") the nursing staff worked two shifts daily of 8 overlapping hours (07.00-15.00 and 12.00-20.00) instead of 12 daily shifts; the shifts night shifts continued as before. The other department (aka "Ward S") continued to work 12-hour shifts per day as before. The project pilot and was conducted because the staff senior of the hospital era interested to as a return 8-hour shifts could impact nursing activities and on the treatment of the patient.</p> | <p>The staff nursing organized care on 8-hour shifts similarly to 12-hour shifts, but then became dissatisfied with the delivery of care and handovers. Nursing staff on both wards approached care in a similar way focused on the task. The transition from 12-hour to 8-hour shifts can impact job satisfaction of nursing staff in terms of care delivery and deliveries and has an impact negative on the staff of the departments.</p> |

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|--|---|---|--|--|
| <p>Fabio George and al., 2017</p> <p>Can I sleep well and burnout affects the job performance of shift-work nurses? TO hospital cross-sectional study</p> | <p>The scope Of This The study was to investigate any possible relationship between sleep disturbance, burnout and job performance in a population of nurses. That they work in shifts.</p> | <p>A cross-sectional observational study was conducted from August 2014 to January 2015 on a sample of 315 nurses working shifts in 39 departments in seven hospitals in central Italy.</p> | <p>I am states studied 3 wait very precise with 3 different scales:</p> <ul style="list-style-type: none"> • The Pittsburgh Sleep Quality Index was used for to detect the presence of sleep disorders • The Copenhagen Burnout Inventory was used to detect the presence of any possible type of burnout their Job Performance Scale And was used to measure performance working. | <p>On the Work to shifts their sleep quality and burnout were related.</p> <p>The type female and was the one who suffered the most from burnout.</p> <p>Work in a psychiatric environment, with a shift cycle long and their daytime dysfunction were significantly associated with burnout. A significant negative association was observed between patient-related burnout and performance working.</p> |
| <p>Sarit Rashkovits PhD, Lecturer, 2019</p> <p>The importance of the nurse leader's proactivity and intellectual stimulation in the nursing team workload–learning relationship: A cross-sectional study</p> | <p>Test their capacity of the nursing team leader in mitigating the negative effect of workload and test the ability of the nurse leader on learning the DI nursing team.</p> | <p>Data on 63 nursing teams were collected from various health organizations having 455 nursing team members and 63 nurse leaders completed validated questionnaires during 2016-2017. A cross-sectional survey design was used. correlational.</p> | <p>I Am States Studied Different Aspects:</p> <ul style="list-style-type: none"> • Load About Work • Proactivity • Intellectual Stimulation • Nursing Team Learning • Performances of the Nursing Team | <p>THE leader proactive of the nurses ease The effects negatives of the nursing team's workload on the nursing team's learning and subsequent performance. While less proactive nurse leaders demonstrate lower levels of intellectual stimulation with loads of high work of the nursing team, the leader nursing highly proactive maintains its level and thus maintains the learning of the nursing team.</p> |

Discussions and Conclusions

The Effects of the Touristic on the Performances Nursing

The Work to shifts included the shift Of Night, and common for the nurse's hospital why the patients must to be assisted for 24 hours to the day. As demonstrated in many studies, this work shift work can lead to misalignment of circadian rhythms and, subsequently, sleep disturbances which have many potential consequences for nurses, including impaired performance (Johnson and to 2010), drowsiness daytime, compromise from the Health (Admi ,Tzischinsky , Epstein, Herer , & Lavie, 2008; Huth , Eliades , Handwork , Englehart , & Messenger, 2013), physical and psychological distress (Lin , Liao , Chen, & Fan, 2014; Saksvik-Lehouillier et al., 2013; Soric , Golubic , Milosevic, Juras , & Mustajbegovic , 2013), decreased alertness and vigilance (Karhula et al., 2013), and reduced safety of both nurses and patients (Garrett, 2008; Keller, 2009; Peate, 2007).

Nurses are more susceptible to burnout than other healthcare professionals due to their close interpersonal relationship with patients (Trbojevic -Stankovic et al., 2015). Sleep disturbances and burnout can affect nurses' job performance in terms of efficiency, productivity, speed of task execution and supervision, which can be compromises When the shifts Of Work I am organized on a plan Of 24 hours And when the turn itself is irregular (Coffey , Skipper, & Jung, 1988).

Validated questionnaires were used to analyse sleep quality, burnout, and performance working. In particular, for to detect their presence of disorders of the sleep and was used the version Italian of the Pittsburgh Sleep Quality Index (Curcio and al., 2013). For to detect their presence of any possible type of burnout, the Italian version of the Copenhagen Burnout Inventory was used; finally, the Italian version of the Job Performance Scale: Task Performance and Contextual Performance (Greenslade & Jimmieson, 2007) was used to detect the work performance of the nurses who participated in the study.

The NPA Process

NPA is the matching of a nurse and patient for a specified period of time for the provision of nursing care. NPA is an integral part of hospital nursing care and, as such, has the potential to impact patient, nurse, and organizational outcomes. Identifying nurse and/or patient characteristics can lead to improvements in patient safety outcomes.

Nurse and patient characteristics influence clinical outcomes and can always be improved for patient safety.

The Proactivity of the Nursing Leader

The strategic need to learn from mistakes and improve work

methods to promote patient safety and increase the quality of care is a goal of nursing leaders. Nursing workload is a major concern in healthcare settings, and research has demonstrated the negative effects of nursing workload on many aspects of quality of care (e.g., Aiken et al., 2014; Cho et al., 2016; Kane, Shamliyan , Mueller, Duval, & Wilt, 2007; Needleman et al., 2011). One way that workload may interfere with performance is through decreased nursing team learning. Team learning is defined as "an ongoing process of reflection and action, characterized by asking questions, seeking feedback, experimenting, reflecting on results, and discussing errors or unexpected outcomes of actions" (Edmondson , 1999).

How can we avoid the disruption of group learning under high workload conditions?

Leadership is a very important resource that if used well with the nursing team can mitigate these issues.

Intellectual stimulation by the nurse leader has been found to positively affect the learning of the nursing team. In fact, by showing interest in nurses' suggestions for new ways of doing the job, the nurse leader stimulates the learning of the nursing team.

Providing the nursing team with encouragement to reconsider working assumptions, think outside the box, and suggest ideas for improved teamwork methods is invaluable to their learning and resulting performance, therefore, the level of proactivity should be considered in assignments for this role [1-26].

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