



## Determinants of The Prevention of Mother-to-Child Transmission of HIV/AIDS In Jombang Regency

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### ABSTRACT

*Nurse is well known as a leader in compassionate profession that always take part in every crisis and emergency situation. Nurse mostly force to be a leader without formal education as a leader. This paper is to explore the leadership in disaster nursing as a challenge today and in the future. As a leader nurse must have certain knowledge and ability in decision making, communication and collaboration to manage the catastrophe events. Nurse must have certain traits and characteristics to manage the presence and influence as a leader and an ability to understanding the right leadership style that appropriate within the situation in crisis. Connecting the requirement of leadership in disaster nursing with the standardized curricula of leadership in disaster nursing is the future recommendation for nursing scholar.*

**Keywords:**

Disaster Nursing; Leadership;  
Crisis Management; Nursing  
Education

## INTRODUCTION

Disaster is a rapid unpredictable event that creates a severe commotion of the functioning of a community or a society involving individual, material, economic or environmental losses as general, which create unanticipated demand of healthcare service that devastated the hospital or health care facility to function appropriately. During a disaster, the demand for care exceeds capacity to reply, and therefore the organization's patterns of care are disrupted to provide the crisis standards for care (Veenema et al., 2017). Health care offer support before, during and after disasters (Aitken et al., 2012; Ranse et al., 2015). The success of healthcare system responding to disaster or public health crisis is mostly dependent on the flow capability of the nurse staff (Veenema et al., 2016). Nurse at the forefront service for disaster events should be adequately prepared and trained for such events to provide for an effective response and help in reducing the number of potential casualties (Alzahrani & Kyratsis, 2017). Nurse collaborate on day by day premise with a wide scope of healthcare professional are well arranged to collaborate with the leaders of health system, family and individual to develop the health outcomes and community strength to disaster events over country (Veenema et al., 2016).

Nurses have a long practice of prominent health services and known by the public as leaders of a compassionate profession (Solbakken et al., 2018). During disaster, nurse act as a leader beyond healthcare and community (Veenema et al., 2017). As a leader in every crisis during war, epidemic, pandemics and disaster, exhibiting vision, fearlessness, and continuance in dealing with a portion of the most noticeably awful conditions possible (Knebel et al., 2012). Nurse leaders are anticipated to apply organizational and political changes, and highlighted in government credentials (Solbakken et al., 2018). Hence the needs to prepare nurse leader in disaster is important.

Nurse leaders ought to have certain abilities and capacities in command to manage catastrophes based on the scope of the calamity, organizations they lead, and environmental conditions (Demiroz & Kapucu, 2012). They are preferably placed to, advocate, recognize and support the need for a wide arrangement of learning options to improve the preparedness of the health care staff for disaster response (Langan et al., 2017). The ability in managing and decision making in crisis and emergencies can minimized the damage cause by the events. Understanding the right leadership style in disaster have direct impact of staff and patient's outcomes. The wider range of skills, leader-

ship, and abilities in health care workers to take to the disaster planning and response, the greater the transformation of positive health outcomes for more people (Langan et al., 2017).

Nurse leader activities during disasters have been known as being inconsistent and could potentially use to effectively lead the staff member along with the development of evidence-based standards, yet nursing capacity to disaster response is good but the preparedness is lacking (Veenema et al., 2017). Few information and research regarding leadership in nursing especially in emergency or crisis situation that involved communication, conflict resolution, and leadership style that suitable in disaster / crisis situation.

## METHODS

This review obtains articles from all evidence related to disaster, mass causality, nurse, and leadership including academic papers, government reports, grey literature, and various reports published in 2014-2024 in Bahasa Indonesia and English. Keywords used in the search process are a combination of disaster, emergency, crisis, mass causality, nurse, nursing, leadership, management. The review results are presented in 3 themes: The Transformative Nurse Leader in Emergency Management; Synergistic Leadership: Integrating Nursing into Interprofessional Disaster Response; Synergistic Leadership: Integrating Nursing into Interprofessional Disaster Response

## RESULT AND DISCUSSION

### The Transformative Nurse Leader in Emergency Management

#### Grounded Vision in Disaster Nursing

High dedication of nurse in disaster response is the main character that nurse leaders should have. Their spends countless of time actively participating in disaster planning, drills and exercise beyond their scope of specialty (Langan et al., 2017). Nurse must promote the disaster preparedness among their colleague, family, community and organization they represent. Having adequate knowledge base in disaster nursing to provide direct or indirect support during disaster events, be able actively promoting disaster preparedness amongst their family, community and beyond and demonstrated professional commitment in developing their disaster competency beyond their specialty are the basic vision nurse leader should have (Veenema et al., 2016). This broad spectrum of vision is deeply grounded in nurse's belief that can improve their ability, skill and leadership competence as a culture of disaster preparedness and community resilience.

## Basic Education for Disaster Nursing

In order to be competent and be prepared for disaster, all nurses should be prepared with knowledge and skills for disaster care within continue education and training. Although many competencies in disaster nursing has been built by the expert in several years, the nurse disaster preparedness and readiness still consider low (Labrague et al., 2018). During disaster frequently, nurses are accountable for the supervision of volunteers in a disaster response (Langan et al., 2017). However, many nurses might not know how to react effectively or what is expected of them as part of the health care team response (Loke & Fung, 2014). Still, basic education for disaster nursing is needed globally to prepare the nurses facing disaster or emergency situation. Therefore, nurse would understand the needs and the risk to prepare dan response during disaster.

### Understanding the barrier, facilitator and nurse role in disaster

Nurses need to understanding the barrier and facilitator in order to archived the grounded vision about disaster in disaster nursing. Many nurses were recognized the barrier and facilitator to prepare their selves for disaster response. This situation triggers nurse did not alert of their roles in preparing for disaster for the community and the vulnerable population. The barrier and facilitators that mention including individual factors, organizational factors and environmental factors (Veenema et al., 2016). Understanding personal capacity level, institutional commitment, public safety, nurse leaders influence, the regulation and authority regarding disaster preparedness and multidiscipline comprehensive communication help nurses to prepare and improving their role for disaster preparedness and response in their community and institutions.

### Communication and capacity building skill

Good communication and capacity building to empower people resilience in disaster has been a concern in so many years. Lack of training, collaboration and communication between medical and management staff due to poor healthcare facility and infrastructure has been identified (Gulzar et al., 2005). As a leader, nurse should have good communication and capacity building for the staff and community. Using this skill, nurse presence and influence can empower people more to prepare in disaster. Empowering people can lead to active participation in preparing the disaster including decision making, planning, action and integration collaboration in community and authority.

## 1. From Bedside to Battlefield: Elevating Disaster Nursing Leadership

The global challenge is to classify the leadership skills that are efficient in emergency or crisis events and integrate training into professional management, recognizing who has legal responsibility for handling both routine and emergency events (Comfort & Resodihardjo, 2013). Many scholars have determined the key element of leadership skills in disaster. Those key elements including set of adequate knowledge, communication, networking skills and individual characteristics of responsibility (Banerjee & Mahoney, 2011; Burnette et al., 2011; van Wart & Kapucu, 2011; Veenema et al., 2017)with pre-specified inclusion and exclusion criteria, definition of terms, and documentation of selection decisions, to retrieve articles published in the last 5 years that contained some or all of the desired search criteria. Articles were excluded if they were unrelated to leadership during disasters, or had solely an education-or clinical-care focus. Three reviewers performed the screening process. Results: Interrater reliability (0.81

### Sustainable development in Disaster Nursing Leadership

Preparing the nurse leader means provide future leader with a recent knowledge using evidence base approach. Lack of standardized nursing curricula for disaster leadership skill are provided globally. In the past years, scholars still focus on developing standard curricula in disaster nursing, that very few mentions about leadership skill in the curricula. The most perfect way to extend and keep up the response capacities and guarantee the maintain ability of this capacity is through workforce advancement (Veenema et al., 2016). Therefore, the sustainable development to improve and maintain the capacity of disaster nurse leader including:

- Standardized curricula for leadership in disaster nursing
- Performance measurement of each nurse personnel
- Expanding educational opportunity for nurse (in-service education)
- Integrating disaster nursing in nursing curriculum

### Organizational Support and Commitment

An important focus is the commitment of organizational to provide full support related to disaster prevention and response. The commitment is including provide the crisis standard of care as a guideline for

nurse to act and react during crisis situation. Another support by organizational is providing the wide range of opportunity for nurses in different level proficient to have continue in-service education and training all through their career (Couig et al., 2017). Special consideration is given to guarantee the nurses are aware and willing to respond in disaster and willing to active participate in drills, training and education that beyond their specialty to deliver the crisis standard of care in patients (Langan et al., 2019). The organization have to giving their trust and opportunity to the nurse leader to play role as definite part of decision making in disaster response.

### **Synergistic Leadership: Integrating Nursing into Interprofessional Disaster Response**

Nurses become pioneer as a leader during crisis in past history. Florence nightingale known as mother of nursing served as a leader, advocate and administrator during Crimean war. She trained 38 nurses to care injured soldier. Her clinical work as well as using statistic evidenced based to create new knowledge of caring was cited as a heroine to decrease mortality (Knebel et al., 2012). During Severe Acute Respiratory Syndrome (SARS) epidemic many nursing leaders continued stay beside nurses involved in the clinical care of SARS victims, they spoke powerfully on behalf colleague and clinicians needs and difficulties encountering the disease, and help people understand their courage, love and wisdom (Shih et al., 2009). Today, during COVID-19 pandemic, nurses has been fighting in the forefront against the virus, their fearlessness, love, caring, even risking their own life has been acknowledge greatly around the world.

### **Leadership Style in Disaster**

The 5 essential leadership skills that proposed by Byrd (1987) were anticipating, visioning, value congruence, empowerment, and self-understanding (Byrd, 1987). Leaders provide leadership as an individual within an organizational system, with the support of infrastructure and organizational system itself (Millet & Porche, 2017). Many scholars have opposed the types of leadership style that can be use in disaster or emergency situation.

### **Emergent Leadership**

Leadership behavior is the result of individual characteristics and traits of the leader. This characteristics and traits attribute to each leader belief, value, ethics, knowledge and skills. Emergent leadership is more like a function of personality, character traits, and situational factors as a product of individual abilities and

individual presumptuous of leadership role (Porche, 2009). Emergence itself is a vast amount of change that happen within an events, during this events a system of influence develop which determine the acceptable practice and pattern behavior (Millet & Porche, 2017). In emergent leadership, emergent behavior needs to be applied, the leader must be aware of the past research findings provide by disaster sociologist, and not try to execute the command and control managerial in disaster response (Drabek & McEntire, 2003). The disaster itself by a nature, leader to emergent that require the participation of multidiscipline actors as alternative authority sources. Hence, the emergent leader must adopt specific knowledge coordination such as a learn-by-doing (versus decision making), action-based model of coordinated problem solving, that creating and improvisation are the norm before the exemption (Majchrzak et al., 2007).

### **Crisis leadership**

Containing the outcome during crisis situation depends on how effective the leadership and crisis management. Crisis management and crisis communication offer strategies and methods for preparing, preventing, responding, managing, recovering, and learning from crisis events (Gainey, 2013). Crisis management is a set of activity that purposely to minimize the impact of the crisis that measure by the damage of the people, infrastructure and public institution (Boin, 2013). Crisis management in disaster is a set of specific activities in disaster cycle including emerging disaster plan, conducting drills and training and finding the role and responsibility during disaster (Millet & Porche, 2017). Crisis management including all activities that occur before, during and after crisis to guarantee the suitable prevention, control and recovery (Porche, 2009). Effective crisis leadership has been described as transformative, transactional, charismatic, and situational. The nurse leader in crisis leadership must be able to manage the individual as well as the system by setting a specific action in planning and preparing for disaster and recovery including conducting specific disaster education, drills and training for staff and healthcare provider as part of continue education.

### **Humanitarian Leadership**

During disaster cannot be separated from the role of humanitarian in disaster response. In humanitarian crises (exceptionally emergency response), the media often describe international aid staffs as the heroes, flying into the country to "save the day." (Silver, 1992)

The humanitarian response in call for help from government and many organizations groups to deliver

any aids that help the community affected by disaster as well as reorganized, distribute, and secure the aids (Day et al., 2012). The humanitarian needs to demonstrate the kind of leadership needed to direct difficult situations with critical consequences and also to follow a set of professional standards, on the other hand, they need to recognize situations that require leadership, such as negotiating access to populations in need of humanitarian assistance or working to change behaviors (Bollettino et al., 2019). Humanitarian leaders require the skill, knowledge and communication, especially when they need to take control, making decision and take the responsibility as a leader (Ayobi, 2016; Brooks et al., 2015).

## CONCLUSION AND RECOMENDATION

Leadership in disaster is a global challenge for nurse. Many nursing scholars concern about this problem. Nurses has been forced to act as a leader with minimum knowledge as a leader in disaster response. A lot of effort has been taken to develop a consensus of standardized curricula for disaster nursing including the leadership skill. Preparing the nurse leader need to meet the standard of leadership skill nurse must have. Hence, the lack standardized curricula of disaster leadership skill that meets the requirement ability as a leader is the existing global challenge for nursing scholar. Moreover, the needs to understanding leadership style also affect the characteristic that future nurse leader must have.

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