

THE CONTRIBUTION OF THE NURSE MANAGER TO HEALTHY LABOUR RELATIONS PART 3



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ABSTRACT

From the discussion in part one of this article, it was clear that labour unrest has had a detrimental effect on the provision of health care in South Africa. It was therefore important to identify aspects in the nurse manager's human resources management and supervisory functions that may give rise to conflict due to a lack of knowledge or incompetent handling of labour related matters.

In part two of this article, the findings and conclusions indicated that nurse managers were aware of the importance of labour relations as component of their managerial function. However, evidence exists that some deficiencies are present in their knowledge and skill repertoire, requiring remedial action of some kind.

In the subsequent recommendations, the following aspects are considered to be essential prerequisites for good human resources management and supervision, enabling management to set the scene for healthy industrial relations.

OPSOMMING

Vanuit die bespreking in deel een van die artikel is dit duidelik dat arbeidsonrus 'n negatiewe effek op die voorsiening van gesondheidsorg in Suid-Afrika gehad het. Daarom was dit belangrik om aspekte van die menslike hulpbron bestuurs- en toesighoudende funksies van die verpleegbestuurder te identifiseer wat mag aanleiding gee tot konflik weens 'n gebrek aan kennis of vaardighede in die hantering van arbeidsverwante aangeleenthede.

In deel twee van die artikel het die bevindinge en gevolgtrekkings aangedui dat verpleegbestuurders wel bewus was van die belang van arbeidsverhoudinge as deel van hul bestuurstaak. Dit is egter duidelik dat sekere leemtes bestaan met betrekking tot hul kennis en vaardighede in hierdie verband en dus regstelling vereis.

In die daaropvolgende aanbevelings word die volgende aspekte as noodsaaklike voorvereistes beskou vir goeie menslike hulpbron bestuur en toesighouding, ten einde 'n milieu te skep vir gesonde arbeidsverhoudinge.

INTRODUCTION

In Part 1 of this article the background to the problem was sketched, the assumptions on which the study is based and the two theoretical frameworks that provided the key concepts for this study, was described. Part 2 contained the findings and conclusions, while Part 3 provides the recommendations which are aimed at practical guidelines as to how both management and subordinates can become more acquainted with and proficient in handling matters that may lead to dissatisfaction and eventual labour unrest.

The fundamental responsibility of the nursing service manager is quality nursing care through the means of quality nursing management (Basson 1990:3). In order to achieve this the nursing service manager needs to orchestrate sound employer-employee relationships individually and collectively (DiVincenti 1986:323). De Beer (1987:12) supports this view by indicating that efficient nursing service management is based on the people and their relationships within the institution. This requires that the nursing service manager decreases the effects of unnecessary conflict in the workplace.

According to Langley (1992:1) she needs to strive towards achieving justice in her management of personnel and conflict. Only then can she truly attend to the quality of the patient's care.

In addition, South African health services have experienced an upheaval in the labour field due to factors such as unionisation of employees, political change and unsatisfactory working conditions (Brannigan 1989:1) and will no doubt continue to do so for some time to come.

Some of the problems that exist in the nursing profession today are lack of professional socialisation, apathy of registered nurses, blocked channels of communication and intervention by outside organisations who often have a political motivation for becoming involved (Brannigan 1988:1). When no effective communication network exists, feelings of frustration and anger are experienced by staff, greater pressure is brought to bear on management and senior staff, and the trade union plays a larger role in prescribing policy than it rightfully should (Wade 1985:2).

Many aspects within the human resources function of management involve aspects and processes that are important for employee welfare in making the work environment safe, fair and conducive to job satisfaction (Venter 1989:23). Creating a feeling of belonging by virtue of good non-formal interactions and in so doing, ensuring that industrial relations are healthy and to the advantage of the institution, is an important responsibility of management (Schuitema 1991:36). Alternatively it can be said that efficient and fair human resources management will have good industrial relations as a result (Basson 1990:6).

According to Gerber, Nel and van Dyk (1992:11) the main human resources management goal should be staff retention through problem solving and employee recognition. Under this overall goal is a tapestry of communication, education, and culture building programmes (Martens 1992:15; Collins & Browning 1991:31), which Barther (1993:31) and Laubscher (1992:20) emphasises should focus on issue identification, problem resolution and professional and personal nurturing as a way to weave management and the employees into a strong cohesive group. This view is verified by Mcleer and Heirferman (1990:29) who state that nothing is more basic to the successful foundation of a long term care facility than a staff component that feels recognised, rewarded and important.

PROBLEM STATEMENT

It was established from the literature and from previous research that the nurse manager in general was not adequately skilled in handling the most common aspects having an impact on labour relations pertaining to her staff. In view of the literature study the following questions arose as an indication of the research problem:

- How well informed is the nurse manager regarding the content, implications and handling of labour relations in South African hospitals?
- Does the human resources management function of the nurse manager effect labour relations within her service?
- To what extent is the nurse manager able to handle labour relations within her service?

AIMS OF THE STUDY

The aim of this study was to:

- Ascertain the knowledge base of the nurse manager regarding the content, implications and handling of labour relations within her service.
- Determine the relationship between the variables in the human resources management process and the nature of labour relations within nursing services.
- Determine the manner in which the nurse manager handles labour relations according to her subordinates.
- Develop guidelines for nurse managers in order to maintain healthy labour relations.

RESEARCH DESIGN AND METHODS

A quantitative exploratory design was used to determine the relationship between the human resources management function of the nurse manager and its effect on labour relations, and to establish her knowledge base with regard to industrial related matters.

The target population for this study constituted nursing in private and provincial hospitals. Two categories of nurses were involved namely, nurse managers and subordinates. A

profile stratified sample of nurse managers and nurses as subordinates, was drawn to represent the private and public sectors. The data collection instruments consisted of two structured questionnaires which were developed specifically for each of the two groups of respondents. They were designed in such a way that the content could be compared as a measure of control between the views of the managers and that of the subordinates.

RECOMMENDATIONS

In view of the literature studied and the findings of this research project, the following recommendations are made to enhance a healthy labour relations environment in health services.

Communication on agreements/contracts

In organisations where trade unions are active it is essential that supervisors and managers at the different levels are informed of agreements made with the trade unions, and are aware of the stipulations in the agreement that involve them.

This could be achieved by means of :

- Information meetings after agreements have first been established, and when any alterations are made.
- By distributing a copy of the agreement to the different sectional managers for referral to all involved supervisors.
- Effective upward and downward communication is necessary to keep supervisors informed of new stipulations, changes in current agreements and possible forthcoming issues.
- It is advisable that this communication should be put in writing to ensure correct and similar interpretation.

Training in labour relations

It is essential for supervisory and management staff to be knowledgeable about the different aspects, issues and components that make up the labour relations scene within any organisation.

- Therefore, a training course in labour relations is recommended for all nursing staff prior to their appointment in a supervisory position.
- It is however very important, that the presentation of this course should be comprehensive with ample opportunities for interaction by delegates, ensuring that at the end of the course they view the different components and their inter-relationship as a whole.
- It is suggested that the above mentioned content be incorporated in the in-service education programmes for supervisory and management personnel.
- The course should emphasise current issues and enable a greater understanding of specific actions that are required of the senior personnel, such as, the handling of disciplinary matters, receiving a submitted grievance or being accused of an unfair labour practice.
- It would enhance the successful internalisation of the content if nurse managers from different levels could attend the in-service education simultaneously, thereby facilitating interaction and the application of theory to specific issues or situations, relevant to the particular organisation.
- This would also serve as a means of enhancing the communication flow between top managers and supervisors.

Management philosophy

In most hospitals a service philosophy for patient care is implemented, but securing a management philosophy is essential in order to determine the organisational climate within the enterprise.

- Nurses in supervisory and management positions need to deliberately clarify the existing management philosophy, if it exists, and its effect on their personnel.
- This can be achieved by requiring all managers, at all levels, to complete a specific questionnaire in order to determine their management style and consequently, the philosophy behind their actions.
- As a measure of control and a way of establishing how employees experience their supervisors and managers, subordinates could be asked to complete a similar questionnaire.

Management style

As the management philosophy is evident in the style of management practised in the enterprise, several outputs need to be considered by management in order to determine a possible relationship between the style of management and employee turnover, absenteeism, grievances, complaints and productivity.

- The association between management style and the above mentioned outputs could be established by an independent consultant conducting interviews with the appropriate employees involved in any of these outputs.

Leadership style

Even though there has been some progress in adjusting management styles, the autocratic approach is still evident.

- In view of the rising status of labour it has become imperative to recognise employees as individuals with potential, enabling them to contribute to the system in which they work.
- As leadership is also, or partly, an emotional involvement with people, acknowledging employees and clients as unique individuals becomes more imperative. Nurse managers have a dual responsibility in adapting their leadership style to that of a situational leader, not only to ensure a well-balanced and happy work force, but also to create a safe and serene environment for the patients in their care.
- The different styles of leadership and their implications could be addressed in specific leadership courses or exercises during in-service training.

Authority and caring

Subordinates indicated that they accept the authority of management, but they expect senior staff to have a caring attitude towards their personnel by making an effort to know their employees by name, to respect them as individuals and to create a general sense of caring within the organisation.

- In large training hospitals where students usually rotate on a monthly basis, it may be more difficult for supervisory and management staff to remember their names, but it is important that they should make the effort.
- A caring attitude by senior nursing staff can be created by taking the needs of patients and personnel into consideration, by planning creatively for a caring environment, by guiding, interpreting, clarifying, adapting and evaluating situations.

Development of leadership potential

Recognition of leadership potential and qualities in subordinates should not be viewed as a threat.

- Energy should rather be channelled in a positive manner, by creating opportunities for development and more responsibility.
- Thus applying initiative and excess energy in a constructive way.
- When an individual with high levels of initiative, radical traits or forthright communication is identified, it is suggested that a behaviour appraisal interview be conducted by a manager, different from the immediate supervisor.
- During this interview the talents, intentions and motives of the subordinate should be clearly identified.
 - If the subordinate has ulterior motives, she should be informed of the expected behaviour patterns incorporated in the disciplinary code.
 - However, if the employee demonstrates leadership potential, it should be recognised and developed by giving her special assignments and opportunities in which she may express her talents.

Policies

Where written policies do not exist on personnel matters, it is recommended that this vacuum be filled by bringing members of first (ward charge sisters) and middle level (area supervisors) managers into the deliberations.

- These people can make valuable contributions when it comes to evaluating the advantages and disadvantages of existing policies and practices.
- A matter of concern in this regard is the labour relations policy. It is recommended that when the above mentioned training course in labour relations has been conducted for some of the supervisory personnel, they are brought together with the purpose of establishing a labour relations policy for their organisation.

Human resources management

Greater involvement in matters related to human resources management is required of the nurse supervisor and manager.

- The main human resources management functions include recruitment, selection and induction into the organisation.
- The new employee's supervisor bears important responsibilities for introducing him or her into the new work environment. This is also important when allocation to different units within the organisation takes place.
- Orientation may not be left to junior subordinates as this function is an important occurrence for the new employee.
- Defining goal posts, responsibilities, clarifying policies and job descriptions, and familiarising the person with the organisational structure and physical layout, is the responsibility of the ward supervisor.

Problem solving

Problem solving is an essential skill for managers and supervisors to master.

- A foundation of mutual trust underlies any attempt to understand alternative views and to actively seek solutions that will allow each party to achieve its goals. Trust creates an atmosphere conducive to successful conflict resolution.
- In all efforts to solve a problem, it is essential that the implicated employees be involved in the process. Allowing them to contribute possible alternatives, and enabling them to aid in selecting the most suitable alterna-

tive. In doing this, they will be more appreciative and understanding of the outcome.

- Problem solving is a topic that could be dealt with in the in-service training programme. Different methods of problem solving such as the decision tree, the force field method and the nominal group technique could be taught and applied to real life situations in the work environment.

Performance appraisal

The performance appraisal interview is anticipated with apprehension by many.

- This fear could be diminished by incorporating performance appraisal as a component of the ongoing in-service education programme, so that subordinates are more familiar with the format and positive functions of such an appraisal.
- It should be emphasised that aspects like enhancing staff development, motivating personnel to higher achievement, discovering the employee's aspirations and recognising their accomplishments are constructive purposes of the performance appraisal.
- However, the role to be played by the direct supervisor in the evaluating process is crucial and should also be dealt with during the in-service training.

Decision-making

Subordinates need to experience stimulation and a sense of goal achievement in their work environment to feel motivated. This is especially true in organisations where upward mobility is restricted by few opportunities for promotion.

- Methods that seek to involve employees more thoroughly in decision-making and activities related to their jobs, resulting in a feeling of participation, commitment, satisfaction, self-actualisation, security and high self-esteem should seriously be considered.
- Programmes such as participative management, management by objectives, effective leadership and supervisory behaviour, quality circles, career development and alternative work schedules are aimed at improving the quality of work life.
- Application of such new management methods could be tested in the questionnaire mentioned under management philosophy.

Autonomy

Autonomy for work-related decisions should be delegated to subordinates when they prove to have the ability and willingness to handle a particular situation.

- This will be dependent on the management/leadership style of the supervisor and her ability to delegate. It is suggested that the process of delegation and factors which deter managers from delegating be handled in the in-service training programme.
- If this is coupled with leadership styles and the abilities of subordinates it could be a worthwhile exercise.

Skills in communication and interpersonal relations

Skills in communication and interpersonal relations can never be over emphasised.

- It is recommended that all supervisory and management personnel should have done at least one practical training course in interpersonal skills, as this usually also enhances one's communication skills.
- It would however have a more lasting effect if a refresher

course is available on an annual basis. Such a course is a good investment for all categories of personnel, as it will certainly contribute to a more caring environment for both the patients and the staff.

- Top management may consider training selected members of staff in conducting such a course so that the availability of such training is at hand for their personnel.

Management's training function

It is important that managers and supervisors realise they have a training function. Through the manager's experience, greater knowledge and vision, subordinates can learn what is expected of them.

- When senior nursing personnel are involved in presenting selected training sessions such as short courses, in-service education or particular subject matter in their field of specialisation, they keep abreast of what is happening in practice, and their subordinates learn to respect them for their greater knowledge and abilities.

Disciplinary and grievance procedures

Subordinates have the right to be informed about procedures that may effect them directly.

- It is therefore advisable that all employees are issued with a personal copy of the disciplinary code, the disciplinary procedure and the grievance procedure at the time of their appointment.
- Staff already employed should be furnished with their own copies as soon as possible.
- However, the aims, content, procedure and communication lines incorporated in these documents should be explained to subordinates and dealt with by the direct supervisor as well as in the in-service education programme.
- It must be remembered that it is not only the subordinates that need to be informed, but the supervisory and management personnel should also have the opportunity to refresh their knowledge and skills with regard to the implementation of these procedures.

Disciplinary code

In order to ensure that consistent disciplinary action is taken for all forms of unacceptable behaviour, it is crucial to have a disciplinary code available.

- It would ensure that employees are acquainted with what management considers to be unacceptable behaviour, and at the same time, serve as a guide for supervisors and managers when considering disciplinary action.
- The personnel department could assume the responsibility for compiling a disciplinary code in which the list of necessary rules, together with the range of penalties for each offence is stipulated.
- It is then discussed and cleared with high-level management before it is issued and communicated throughout the organisation.
- Managers requiring a code of this nature may save time by enlisting the help of DENOSA, as it has a standardised code of conduct that could be adjusted to suit the requirements of a particular service.

Disciplinary action

In view of the supervisory role of the nurse manager, it is imperative that supervisors accept discipline as part of their responsibilities.

- They should know how to address an issue if, and when, disciplinary action is required.

- Therefore, it is essential that they should have a copy of the disciplinary procedure and know the content thereof.
- During in-service education, specific attention should be given to the progressive disciplinary process, preparation by the supervisor before taking disciplinary action, and the manner in which documentation should be kept and retained.

The fact that discipline often leads to union intervention accentuates the importance of *correct and fair application* of any disciplinary action.

- That is why the knowledgeability of nurse supervisors and managers regarding the content and process of the disciplinary procedure is imperative to labour peace.
- The recommendations previously made in relation to equipping supervisory staff with the required knowledge and skills pertaining to disciplinary action support this recommendation.

Grievances

The nurse supervisor should realise and accept that she has an important role to play in the solution of subordinate's problems and grievances.

- It should thus be considered part of a supervisor's daily task, in which she expresses sincere interest and commitment to the problems and grievances of her subordinates.
- Thorough training in interpersonal skills pertaining to interview and counselling techniques, the handling of grievances and the effective application of the grievance handling stipulations would decrease existing deficiencies.
- Senior managers should emphasise the importance of swift handling and solution of subordinate problems that are initiated at the functional level.

It is imperative that supervisors should have no qualms about the application of the grievance procedure for effectively dealing with subordinate problems.

- Therefore they should know the content of the procedure and have a copy at hand.
- In-service education programmes should provide an opportunity for dealing with grievances and create a venue for practising the necessary skills.

Retrenchment procedure

In view of the high rate of unemployment and the process of rationalisation taking place in many enterprises, it may be wise to include the topic of retrenchment and the process by which staff is reduced, in the in-service education programme.

- During such sessions a senior member of management could brief employees about the current state of affairs in the particular organisation, either diminishing the existing fears or preparing employees for possible retrenchment.

Negotiating skills

It certainly would not be expected of all supervisory staff to be involved with high level negotiations.

- However, if supervisors are taught at an early stage how to negotiate, this skill could develop while applying the process to situations and problems within their direct functional areas.
- This could be a means of developing an important skill in future leaders.
- Supervisors would have to learn that the cultivation of a trust relationship is an important prerequisite for any form of negotiation.

- Clarification of the principles for fair negotiation, the difference between mediation and arbitration, voluntary and compulsory arbitration, all need to be dealt with in order to adequately increase the knowledge of supervisors with regard to the process of negotiation.
- This matter could be handled in several in-service education sessions, but acquiring the services of a skilled consultant for a longer session would enhance the level of competence in employees.

The value of feedback

The value of genuine feedback should be realised and utilised. Subordinates seek feedback on accomplished tasks, it serves as a strong activator for even greater inputs by employees.

- Supervisors and managers could encourage subordinates at all levels by accepting employees as human beings with strong and weak points, giving credit for work well done, and accepting a person as a full and worthy member of the team.
- In order to give sincere feedback, the supervisor must know exactly what is happening and being done in her unit. She therefore has to have frequent interaction with all her members of staff and be aware of the quality of their work by mingling with them during the course of the duty shift.
- Feedback may be given in different ways, and these should be explored by the direct supervisors and higher level managers.

Feedback on supervisory behaviour

Opportunities for communication and communication channels should be created for subordinates, as a means to give feedback on the supervisors under whom they function.

- In the existing labour climate all parties and individuals should realise that their contribution to sound non-formal relations is as important as that of the most senior decision-makers.
- Unilateral change in conditions of employment and victimisation are considered unfair labour practices.
- All levels of management should be familiar with the many issues or circumstances that could be classified as unfair labour practices.
- Ways in which feedback on supervisors can take place are personal interviews with the specific supervisor or with the area supervisor, climate meetings or the grievance procedure.

Power sharing

As power sharing is an important principle of the pluralistic approach to labour relations, management should create opportunities for subordinates to become involved in matters that concern them and are applicable to the system in which they work.

- Decision-making, problem solving, participative management and responsible delegation are opportunities in which subordinates can show their initiative and gain recognition for their abilities.

Written and verbal communication

Nurse managers, in conjunction with the personnel department, must ensure that key areas are in order.

- This implies that everyone has at least, a written contract of service, a job description, a disciplinary code, and has a working knowledge of the disciplinary and grievance procedures.
- Not only should the manager ensure that all categories of nurses have representative committees which can bring their problems to the attention of management, she

should also create an opportunity for them to meet and provide a venue for the meetings to take place.

Managerial resources

A nurse manager should have a number of contacts, resources and referral points at her ready disposal to assist her in the management of her personnel.

- She is not expected to know everything, but she must know who can assist her in certain respects.
- Useful contacts and referral persons are the personnel department, consultants who deal in conflict management, group dynamics, staff morale, labour relations, problem solving and strategic planning.
- The nurse manager should attempt to foresee certain situations and be pro-active in her management of an expected situation.
- This has the advantage that one is facing the consequences of one's interactions, which are easier to deal with than crisis intervention.

Effective communication

Effective communication forms the core of effective management, it is a skill that *must* be mastered by all nurse managers.

- Adequate training in communication, interpersonal skills and adaptability of leadership styles are essential components in the development of any manager.
- This could best be achieved in a training course spread over a couple of days in which individual, personal analysis and evaluation takes place. Opportunities should exist for remedial action and the application of these skills in simulated situations, either in role play, by handling case studies, or by making use of video material.

Personal power and authority

Nurse managers and supervisors can enhance their personal power and authority by developing their personal attributes and skills.

- It is important to realise that power acquired by means of greater knowledge and skills is one of the strongest forms of power.
- This implies that the supervisor must be master of all the activities, procedures and tasks that she expects her subordinates to perform.
- Respect is won by excelling in one's field of practice, by becoming a proficient member in any negotiating team and by being fair and just in one's dealings with other people.
- It demands from the supervisor to keep abreast of changes and new developments, by devising and adhering to a reading or study programme.
- By means of self-evaluation, she should establish whether her psychomotor skills are still up to date and if not, arrange for the necessary in-service training in a secluded place, if she so wishes.

Socialisation of nursing personnel

Nurse managers have an immense and ongoing task in socialising their nursing personnel with regard to the ethical code and responsibilities of all professional nurses.

- These issues are dealt with in all nursing curricula at all training schools but the effect of trade union interaction on the behaviour of nurses has shocked both professional practitioners and the broad public.
- In this socialising process, attention ought to be given to human rights, the rights of patients and the rights of nurses.
- Much discussion needs to take place between management and the different levels of nursing staff with regard

to ethical responsibilities.

- Senior nursing personnel must realise that they are seen as role models, and their actions and attitudes have a direct affect on the behaviour and development of subordinates.
- They should recognise, and utilise, their influencing power in developing a caring attitude amongst their subordinates and cultivating the necessary ethical considerations in their staff.
- Nursing is not just a job, it requires a great deal of affect and caring, of giving of yourself, despite the circumstances.
- Nurses must learn to deal with grievances in the correct manner and have the opportunity to utilise compulsory arbitration when disputes arise, so that patient care is not adversely effected.

Alternatives to strike action

Strike action has such a detrimental effect on the services rendered by hospitals, that an attempt should be made to avoid such action by creating feasible alternatives. Nurse managers can contribute in this regard by

- ensuring effective means and ways of communication by all categories of staff;
- knowing what is happening in their service and in other related services;
- presenting applicable and dynamic in-service education programmes;
- being part to the establishment of a recognition agreement with DENOSA as a third party (because they have the interests of nurses and the profession at heart); and
- ensuring that compulsory arbitration is the recommended way of handling disputes.

Contingency plans

The nurse manager has a responsibility to keep her services going at all times. She therefore must ensure that she has a contingency plan in the event of services being disrupted.

- Nurse managers should know the legislation that controls strike action, they should be involved in the process of handling strike action, and be actively involved in the follow-up responsibility of management after the termination of a strike and the rebuilding of relationships.
- Through this involvement the nurse manager will strengthen her position, become more proficient in handling labour action and be well informed about related matters.

CONCLUSION

The new generation of employees, more *rights* conscious and less complacent than ever before, poses a challenge to health care management and human resource managers who struggle to ensure that the available funds are spent on rendering quality, accessible and equitable patient care. Many labour related situations that arise, create a variety of challenges for the nurse manager.

This study supported the notion that nurse managers are not always well prepared for their role in dealing with labour relations matters. Various factors contribute to their predicament: the study field of labour relations is not sufficiently incorporated in the basic training programmes, and even some post-basic management courses did not include this content until recently, implying that nurses in current management positions may not have had the opportunity to learn about labour relations while they were acquiring their management training. Another factor may be the hierarchical structure that exists in hospitals with the medical superintendent being the highest authority figure.

Regardless of these negative influences, this study proved that nurse managers realised and confirmed the importance of labour relations as part of their management function. Their attitude toward the study was very positive, this was substantiated by an excellent response rate and return of questionnaires. They expressed their need for further training and development of skills pertaining to the handling of matters related to human resources management and labour relations. It is trusted that this study will help in some small way to guide nurses as to the different aspects that are important, if they wish to work towards labour peace. It is believed that the recommendations may assist in enabling management to counteract the deficiencies and develop their staff to acquire the necessary skills to make them proficient. But also, to give them self-confidence and ensure self-actualisation, in the realisation that they are achieving higher levels of competency and are at the same time, creating a caring attitude towards all with whom they come into contact with.

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Die Agste Jaarlikse Navorsingsforum van die Departement Verpleegkunde, RAU

Die Departement Verpleegkunde, RAU het op 2 Oktober 1998 hul agste jaarlikse Navorsingsforum gehou.

Die forum was deur Prof. Michael Herbst van DENOSA toegesprek oor die onderwerp "Publication of research articles." Tydens die tweede sessie het verskeie sprekers hul navorsingsreferate voorgelê. 'n Wye verskeidenheid van onderwerpe is gedek, byvoorbeeld "Intuisie in kliniese besluitneming deur die verpleegkundige in intensiewesorg eenhede" deur Mnr Eben Arries en "Black women's perceptions of obesity as a health risk" deur Mev. Phumzile Ndlovu.

Die forum was oor die algemeen as 'n groot sukses beskou en daar word met entoesiasme uitgesien na die volgende forum wat sal plaasvind op 6 en 7 Mei 1999, tesame met die jaarlikse post-doktorale forum.