

Brief Contents

Foreword xvii

Introduction xxi

Chapter 1. Leadership Commitments That Drive Excellence	1
Patricia Reid Ponte, DNSc, RN, NEA-BC, FAAN	
Jacqueline Somerville, PhD, RN, FAAN	
Jeffrey M. Adams, PhD, RN, NEA-BC, FAAN	
Chapter 2. Today's Foundation for Nursing Leadership	19
Chapter 3. Preparing to Lead	55
Joyce Batcheller, DNP, RN, NEA-BC, FAAN	
Chapter 4. Addressing the Quadruple Aim	71
John Bowles, PhD, RN, CENP	
Deb Zimmermann, DNP, RN, NEA-BC, FAAN	
Chapter 5. Advancing the Influence.....	79
Jeffrey M. Adams, PhD, RN, NEA-BC, FAAN	
Debbie Chatman Bryant, DNP, RN, FAAN	
Kirstin Manges, PhD, RN	
Chapter 6. Leading Interprofessionally.....	101
Karen Saewert, PhD, RN, CPHQ, ANEF	
Chapter 7. Leading in Informatics: Through the System Development Life Cycle	123
Jane Carrington, PhD, RN, FAAN	
Chapter 8. Purposeful Diversity in Leadership: A Call to Action for All Nurses.....	137
Gaurdia Banister, PhD, RN, NEA-BC, FAAN	
Melissa Joseph, MSN, RN, NE-BC	
Chapter 9. Leading the Growth of Innovations.....	159
Joan M. Vitello-Cicciu, PhD, RN, NEA-BC, FAHA, FAAN	
Barbara Weatherford, PhD, RN	
Kathleen Bower, DNSc, RN, FAAN, CMAC	

Chapter 10. Leading Evaluation and Research in Nontraditional Settings.....	179
Mary Jo Assi, DNP, RN, NEA-BC, FNP-BC, FAAN	
Christy Dempsey, MSN, MBA, CNOR, CENP, FAAN	
Jaime Murphy Dawson, MPH	
Chapter 11. Academic Practice Partnerships: Key to the Future of our Profession.....	213
Judy A. Beal, DNSc, RN, FNAP, FAAN	
Marsha L. Maurer, RN, MS	
Cecilia McVey, RN, MS, FAAN	
Chapter 12. Geriatric Leadership.....	232
Susan M. Lee, PhD, RN, CNP, ACHPN, FAAN	
Teri Tipton, MSN, RN-BC, CNE	
Deborah Marks Conley, MSN, APRN-CNS, GCNS-BC, FNGNA	
Chapter 13. Mindfulness and Leadership.....	253
Teri Pipe, PhD, RN	
Chapter 14. Leading Relational Care: Ensuring That Patients Feel Known by Their Nurses.....	277
Jacqueline G. Somerville, PhD, RN, FAAN	
Chapter 15. Integrative Nursing.....	289
Carolyn Hayes, PhD, RN, NEA-BC	
Chapter 16. Leadership and Policy.....	303
Ashley Waddell, MS, RN, doctoral candidate	
Patricia Noga, PhD, MBA, RN, NEA-BC, FAAN	
Afterword	327
Index	333

Contents

Foreword xvii

Introduction xxi

Chapter 1. Leadership Commitments That Drive Excellence 1

The Obligation to Lead Well 2

It's Complicated 2

Essential Leadership Commitments 3

Linking Leadership Effectiveness to Clinical, Workforce,
and Organizational Outcomes 16

Chapter Key Points 16

References 17

Chapter 2. Today's Foundation for Nursing Leadership 19

Influence of Leadership on Patient Outcomes 20

Structure-Process-Outcomes Theory 20

The Triple Aim 20

The Quadruple Aim 21

Leadership Characteristics 22

Conclusion 22

Professional Practice/Healthy Work Environments 24

Nurse Leader Influence: State of the Science 25

Influence 26

Influence as a Process 27

Fast Forward: Findings of Study 28

Implications for Practice 28

Conclusions 29

Assessing the Practice Environment 31

The Concept of Value 35

What We Know 35

Where Do We Go from Here? 37

Summary 39

The Burned-Out Nurse Leader 40

The Compassionate Nurse Leader 41

Leadership-Development Program Evaluation 44

Findings 46

What Does This Mean? 47

References 48

Chapter 3. Preparing to Lead	55
Introduction: Purpose and Overview	55
Why Leadership?	55
The Discernment Process	56
Are People Born to Be Leaders or Can Leadership Be Learned?	58
Challenging Assignments	59
Other People	59
Hardships	59
Coursework	60
Personal Life Experiences	60
Self-Awareness and Self-Knowledge	62
What Does a Leader Actually Do? What Are Other Key Competencies?	65
Does the Leader Really Make Difference?	67
Chapter Key Points	69
References	69
Chapter 4. Addressing the Quadruple Aim	71
Background	72
Future of Nursing Leadership	72
Convener and Change Agent	74
Influence	74
Advocate	74
Innovate	75
Discussion	75
All Nurses as Leaders	75
Chapter Key Points	76
References	76
Chapter 5. Advancing the Influence.....	79
Influence	79
Strength in Numbers	80
The Nursing Influence Research Movement	81
The Gap: Why Does the Largest and Most Trusted Healthcare Profession Lack Influence?	82
1996–2003: The Origins of the Influence Inquiry in Nursing	82
From Exposure to Research	83
2003–2008: Early Attempts to Understand and Research Nursing Influence	84

2004–2008: Developing the Adams Influence Model (AIM)	85
Process of Influence	87
2005–2007: Developing the Model of the Interrelationship of Leadership, Environments, and Outcomes for Nurse Executives (MILE ONE)	88
2009–2012: Developing the Leadership Influence over Professional Practice Environment Scale (LIPPES)	91
2015–2017: Developing the Leadership Influence Self-Assessment (LISA)	92
Next Steps to Enhance Nurse-Leader Influence	93
The Influence of Language (Used and Accepted)	93
Articulating the Influence of Nurses on Healthcare Systems	93
Individual and Team Influence Coaching	94
Galvanizing Nursing Organizations' Influence Strategy and Access to Resources	94
Summary	94
Chapter Key Points	95
References	95
Chapter 6. Leading Interprofessionally.....	101
Introduction	101
Interprofessional Imperatives	103
Historical	103
Contemporary	104
Identity Formation	106
Finding Shared Meaning in Leading Interprofessionally	108
Competencies for Leading Interprofessionally	109
Leading Interprofessionally: Strategies	113
Thought Exercise	116
Summary	117
Chapter Key Points	118
References	118
Additional Resources	120
Chapter 7. Leading in Informatics: Through the System Development Life Cycle	123
Nursing Leadership in Healthcare Organizations	124
Nursing Leadership and the Systems Development Life Cycle	126

- Plan 126
- Analyze 126
- Design 127
- Implementation 129
- Maintenance 130
- Evaluation 131
- Chief Nursing Information Officer, Chief Nursing Officer,
and Nurse Manager 132
- Effective Collaboration 133
- Summary 134
- Chapter Key Points 134

**Chapter 8. Purposeful Diversity in Leadership:
A Call to Action for All Nurses..... 137**

- Background 138
- Bedside Practice 141
- Middle Management 144
- Executive Leadership 147
- Reflective Questions for the Reader 151
 - Here Are Some Other Questions to Consider 151
- Summary 151
- Chapter Key Points 154
- References 154
- Additional Resources 157

Chapter 9. Leading the Growth of Innovations..... 159

- Definitions of Innovation 161
- Nursing Leaders of Innovation 163
- Leaders of Innovation in Nursing Study 164
- Planting the Seeds for an Innovative Culture 166
- Cultivating the Characteristics That Facilitate the Sprouting
of Creativity and Innovation 167
- Pruning the Weeds That Destroy an Innovative Culture 171
- Fertilizing the Development of Leaders of Innovation 172
- Ensuring That There Is Continuous Blossoming of
Innovations 174
- Conclusion 174
- Chapter Key Points 176
- References 176

Chapter 10. Leading Evaluation and Research in Nontraditional Settings.....	179
Introduction	180
The Move to Quality, Safety, and Evidence-Based Practice: Proving Outcomes	181
Knowledge, Skills, and Abilities: Education and Preparation of Leaders	182
The Role of the PhD Leader	182
The Role of the DNP Leader	183
The Role of the Clinical Nurse as Leader	183
The Role of the Administrative Nurse Leader	183
Improving the Patient and Caregiver Experience of Care	184
Leadership Models: Success Factors for Leaders	184
Leadership and Management Characteristics	185
Vision, Alignment, and Execution	186
Vision: Identifying and Engaging Key Leader Stakeholders	186
Alignment: Organizational Buy-In	187
Execution: Working Effectively with Interprofessional Teams Outside Healthcare	187
Innovation Leadership	188
Exemplars: Leadership in Nontraditional Settings	188
Professional Nursing Association: Healthy Nurse, Healthy Nation Grand Challenge	188
In Their Own Words: Leading a Grand Challenge	189
Collaborative Leadership	191
Evaluation and Measurement of a Grand Challenge	192
Industry: Compassionate Connected Care	197
Reflective Questions	210
Chapter Key Points	210
References	211
 Chapter 11. Academic Practice Partnerships: Key to the Future of Our Profession	 213
Introduction	214
Academic–Practice Partnerships Redefined	215
Exemplars from Boston	218
Simmons College School of Nursing and Health Sciences	218

Veteran’s Administration Boston Medical Center 219
Beth Israel Deaconess Medical Center (BIDMC) 224
Conclusions 228
Questions for Reflection 229
Chapter Key Points 230
References 231
Additional Resources 231

Chapter 12. Geriatric Leadership.....233

Author Connections 234
The Setting 235
Geriatric Milestones at Methodist Hospital 235
 1995: Geriatric Evaluation and Management Clinic 236
 2001: Clinical Nurse Specialist 236
 2003: Acute Care for Elders (ACE) Unit 238
 2006: Nurses Improving Care for Healthsystem Elders
 (NICHE) 239
 2010: AgeWISE 240
 2013: Hospital Elder Life Program (HELP) 242
 2016: Geriatric Resource Nurse in the Emergency
 Department 243
 2016: Geriatric Service Line 244
About Influence 244
Quantifying Leadership 248
Final Words of Influence 249
Chapter Key Points 250
References 250
Additional Resources 251

Chapter 13. Mindfulness and Leadership.....253

Context for Mindfulness and Leadership 254
What Exactly Is Mindfulness? 256
Learning Mindfulness Practices 259
Empirical Findings of Interventions and Education for
 Mindfulness-Based Stress Reduction 261
Why Is Mindfulness Relevant for Leaders? 262
Personal Preparation for Leadership: Authenticity and
 Self-Reflection 263
Mindfulness Practice Exercises 267

	Focusing on the Breath	267
	Paying Attention to the Body	267
	Intentional Awareness of Eating	268
	Mindful Movement	269
	Communication	270
	Awareness of Senses	270
	Mindfulness of Everyday Routines	271
	Gratitude Practices	271
	Chapter Key Points	272
	References	272
Chapter 14.	Leading Relational Care:	
	Ensuring That Patients Feel Known by Their Nurses	277
	Patients Perceptions of Feeling Known by Their Nurses	278
	Discussion and Implications: The Role of the Leader	281
	Reflective Questions	284
	Summary	285
	Chapter Key Point	287
	References	287
Chapter 15.	Integrative Nursing.....	289
	Exemplars	297
	Summary	298
	Reflective Questions	299
	Chapter Key Points	300
	References	300
Chapter 16.	Leadership and Policy.....	303
	Background: Prioritizing Health Policy in Practice and Research	304
	Defining the Context of Policy Efforts Using the Nursing and Health Policy Conceptual Model	307
	Policy Leadership in Practice Settings	309
	Population Health Example: A Task Force to Combat Substance Use Disorders	310
	Professional Practice Example: Workplace Violence	312
	Professional Practice Example: Removing Scope-of-Practice Barriers for Advanced Practice Nurses	313
	Professional Practice Example: Within Healthcare Organizations	315

Nurses Leaders in Health-Policy Research 318
Bringing It All Together 320
Chapter Key Points 323
References 323

Afterword 327

Index 333