## Contents

Contributors v
Nursing Leadership Scope of Practice 1 Function of the Scope Statement 1 Introduction—Evolution of the Specialty Scope and Standards 1
Definition of Nursing Leadership Specialty Practice 3 Professional Identity in Nursing 4
Nursing Leadership Scope and Standards Framework 5 Skills, Knowledge, Experience Progression 5 Leadership Competencies 8 American Organization for Nursing Leadership Competencies 9
Role Qualifications 11 Education 11 Certification 12
The Evolution of Nursing Leadership 13
The Future 21 Leadership Practices 22 External Influences 24
Diversity, Inclusion, Health Equity, and Social Justice 29 Introduction 29 Background 29
Role Accountabilities and Responsibilities 33  Accountabilities for Health Advocacy and Policy 33  Digital Technology 35  Emergency Mitigation Through Recovery 37  Health and Well-Being of Nurse Leaders and Those They Lead 40  Healthy Work Environments That Optimize Outcomes 42  Incivility, Bullying, and Workplace Violence: What Leadership  Should Know 44  Innovation 45  Legal and Regulatory Compliance 47  Networking, Partnering, and Collaboration 48  Patient and Population Health 49  Safety, Quality, and Risk Management 50

Strategic and Financial Stewardship 52 Workforce Strategy 54

## Closing Statement 57

## **Standards of Nursing Leadership Practice 59**Standards of Practice 59

Standards of Professional Performance 61

Glossary 73
References 75
Appendix A Framework for Nurse Leadership 83
Appendix B Crosswalk of the AONL, Future of Nursing,
American AACN Essentials Competencies 95
Index 107