

CONTENTS

PART I Leadership

1 Leadership and Management Principles, 1

Diane L. Huber

- Definitions, 2
- Leadership and Care Management
 - Differentiated, 2
- Leadership Overview, 3
- Background Related to Leadership, 6
- Leadership: Five Interwoven Aspects, 6
- Leadership Theories, 8
- Contemporary Leadership: Interactional and Relationship-Based, 14
- Effective Leadership, 17
- Follower-ship, 17
- Leadership and Management Roles, 18
- MANAGEMENT OVERVIEW, 18
 - Definitions, 18
 - Background: The Management Process, 19
 - Management in Organizations, 22
 - Leadership and Management Implications, 28
 - Current Issues and Trends, 28

2 Change and Innovation, 32

Maryanne Garon

- Definitions, 33
- Background, 33
- Change Theories/Models, 34
- The Process of Change, 36
- Leadership and Change, 40
- Power and Politics, 40
- Innovation Theory, 41
- Leadership and Management Implications, 44
- Current Issues and Trends, 45
- Best Practice Suggestions for Nurse Leaders, 46

3 Organizational Climate and Culture, 49

Jennifer Bellot

- Definitions, 49
- Background, 51
- Research, 51
- Leadership and Management Implications, 54
- Current Issues and Trends, 55

PART II Professionalism

4 Managerial Decision Making, 60

Betsy Frank

- Definitions, 60
- Background, 61
- Decision-Making Process, 64
- Clinical Decision Making, 64
- Managerial and Organizational Decision Making, 65
- Decision-Making Tools, 67
- Leadership and Management Implications, 69
- Current Issues and Trends, 70

5 Managing Time and Stress, 74

Susan R. Lacey, Karen S. Cox, Adrienne Olney

- Definitions, 75
- The Relationship Between Time and Stress, 75
- Moral Distress, 76
- Resilience, 77
- Leadership and Management Implications, 77
- Current Issues and Trends, 81

6 Legal and Ethical Issues, 85

Lynn S. Muller

- Definitions, 86
- Background, 87
- The Legal System and Sources of Law, 87
- Licensure, Multi-State, and Distance Practice, 92
- Legal Documents and the Nurse, 93
- Ethical Components, 95
- Leadership and Management Implications, 96
- Current Issues and Trends, 99

PART III Communication and Relationship Building

7 Communication Leadership, 102

Kathleen A. Vertino

- Definitions, 102
- Background, 102
- Communication Theories and Models, 103
- Organizational Culture and Climate, 108

- Holistic and Spiritual Health Care, 109
 Leadership and Management
 Implications, 110
 Communication to Facilitate Change:
 Kotter, 113
 Current Issues and Trends, 114
 Communication Issues, 114
- 8 Team Building and Working With Effective Groups, 118**
Anne Gallagher Peach
 Definitions, 119
 Background, 120
 Why Groups Are Formed, 121
 Advantages of Groups, 122
 Disadvantages of Groups, 123
 Group Decision Making, 124
 Working With Teams, 125
 Committees, 128
 Effective Meetings, 129
 Constructive Group Roles and Behaviors, 132
 Disruptive Roles and Behaviors, 133
 Managing Disruptive Behavior in Groups, 134
 Leadership and Management
 Implications, 134
 Current Issues and Trends, 135
- 9 Delegation in Nursing, 140**
Jayne Josephsen
 Definitions, 141
 The Process of Delegation, 142
 Prioritization, 144
 Barriers to Delegation, 145
 Ethical and Legal Issues Concerning
 Delegation, 147
 Leadership and Management
 Implications, 149
 Current Issues and Trends, 149
- 10 Power and Conflict, 153**
Kathleen B. Cox
POWER, 153
 Definitions, 153
 Authority and Influence, 155
 Sources of Power, 156
 The Power of the Subunit, 158
 Power Theories, 159
 Leadership and Management
 Implications, 160
- CONFLICT, 161**
 Definitions, 162
 Views of Conflict, 162
 Types of Conflict, 163
 Models of Conflict, 164
 Bullying and Disruptive Behavior, 166
 Conflict Scales, 167
 Conflict Management and Alternative Dispute
 Resolution, 167
 Conflict Resolution, 169
 Leadership and Management
 Implications, 171
 Current Issues and Trends, 172
- 11 Workplace Diversity, 175**
Michael Soon Lee
 Definitions, 175
 Background, 176
 The Impact of Culture, 176
 The National CLAS Standards, 178
 Gaining a Competitive Edge in the
 Marketplace, 180
 Decreasing the Risk of Liability, 180
 Communication, 181
 Generational Diversity, 181
 Leadership and Management
 Implications, 182
 Current Issues and Trends, 184
- PART IV Knowledge of the Health
 Care Environment**
- 12 Organizational Structure, 187**
Carol A. Wong
 Definitions, 187
 Organization Theory, 187
 Key Theories of Organizations as Social
 Systems, 189
 Key Organizational Design Concepts, 191
 Organizational Charts, 198
 Organizational Shapes, 198
 Structural Power, 201
 Leadership and Management Implications, 201
 Current Issues and Trends, 203
- 13 Decentralization and Shared Governance, 206**
Cheryl Hoying
 Definitions, 206
 Background, 206

- Shared Governance, 208
 Leadership and Management
 Implications, 209
 Current Issues and Trends, 212
- 14 Strategic Management, 216**
Mary G. Harper
 Definitions, 217
 Strategic Planning Process, 217
 Elements of a Strategic Plan, 221
 Implementation of the Strategic Plan, 222
 Leadership and Management
 Implications, 222
 Current Issues and Trends, 222
 Conclusion, 223
- 15 Professional Practice Models, 225**
Maura MacPhee, Farinaz Havaei
 Definitions, 226
 Background, 226
 Types of Care Delivery Models, 230
 Evolving Models, 234
 Innovative and Future Models, 234
 Leadership and Management
 Implications, 236
 Current Issues and Trends, 236
- 16 Case and Population Health Management, 240**
Ellen Fink-Samnick, Teresa M. Treiger
 Definitions, 240
 Background, 241
 Case Management, 242
 Disease Management, 254
 Leadership and Management
 Implications, 262
 Current Issues and Trends, 263
- 17 Evidence-Based Practice: Strategies for Nursing Leaders, 268**
*Laura Cullen, Kirsten Hanrahan, Nathan Neis,
 Michele Farrington, Trudy A. Laffoon, Cindy J. Dawson*
 Definitions, 268
 Models, 270
 Steps for Performing Evidence-Based
 Practice, 270
 Implementing and Sustaining Evidence-Based
 Practice Changes, 271
 An Evidence-Based Practice Exemplar, 274
- Organizational Infrastructure and Context, 276
 Leadership Roles in Promoting
 Evidence-Based Practice, 279
 Leadership and Management
 Implications, 280
 Current Issues and Trends, 280
 Conclusion, 282
- 18 Quality and Safety, 286**
Luc R. Pelletier
 Definitions, 286
 Health Care Quality in the Twenty-First
 Century, 288
 Collaboration and Health Care Quality as
 Professional Nursing Imperatives, 290
 Industrial Models of Quality, 290
 Standards of Quality, 291
 Emerging Models of Health Care Performance
 and Quality Management, 293
 Costs Associated With Poor Health Care
 Quality, 296
 Leadership and Management
 Implications, 297
 Current Issues and Trends, 303
- 19 Measuring and Managing Outcomes, 317**
Sean P. Clarke, Lianne Jeffs, Abdullah S. Suhemat
 Definitions, 317
 Influences on Outcomes, 320
 Measurement of Outcomes, 320
 Elements of Outcomes Research, 320
 Leadership and Management
 Implications, 321
 Current Issues and Trends, 322

PART V Business Skills

20 Prevention of Workplace Violence, 328

Gregory O. Ginn, L. Jean Henry, Teresa Kathleen Sparks

- Definitions, 328
 Background, 329
 Parameters of Violence, 330
 Regulatory Background, 330
 Leadership and Management
 Implications, 334
 Current Issues and Trends, 335
 Conclusion, 337

21 Confronting the Nursing Shortage, 340*Julie A. Holt*

- Definitions, 340
- Background, 341
- Factors Contributing to the Nursing Shortage, 344
- American Nurses Association's Call to Action, 354
- The Future of Nursing: Leading Change, Advancing Health, 355
- Recruitment, 356
- Retention: New Graduates and Experienced Registered Nurses, 361
- Leadership and Management Implications, 364

22 Staffing and Scheduling, 369*M. Lindell Joseph*

- Definitions, 370
- Framework for Staffing Management, 371
- Strategies Influencing Staffing Management, 371
- Leadership and Management Implications, 376
- The Staffing Management Plan, 377
- Organizational Outcomes, 383
- Current Issues and Trends, 384

23 Budgeting, Productivity, and Costing Out Nursing, 388*Linda B. Talley, Diane H. Thorgrimson*

- Background, 388
- Definitions, 389
- The Budget Process, 389
- Tracking and Monitoring of Budgets, 393
- Leadership and Management Implications, 394
- Productivity, 397
- Current Issues and Trends, 398

24 Performance Appraisal, 401*Marie-Hélène Budworth*

- Definitions, 401
- Purposes of Performance Appraisal, 401
- Issues in Performance Appraisal, 402
- Leadership and Management Implications, 407
- Current Issues and Trends, 407

25 Emergency Management and Preparedness, 410*Elizabeth T. Dugan, Lynn Christensen*

- Transitioning Theory Into Practice for All-Hazards Preparedness, 410
- Definitions, 411
- Getting Started: First Steps, 411
- Crisis Standards of Care, 421
- Leadership and Management Implications, 421
- Current Issues and Trends, 422

26 Data Management and Clinical Informatics, 428*Jane M. Brokel*

- Definitions, 429
- Nursing's Data Needs, 431
- Nursing Informatics, 433
- Electronic Health Records, 436
- Health Information Exchanges, 438
- Effectiveness, 439
- Standardized Clinical Terminology, 439
- Nursing Management Minimum Data Set, 440
- Leadership and Management Implications, 442
- Current Issues and Trends, 443

27 Marketing, 447*Slimen Saliba*

- Definitions and Core Concepts, 448
- Background, 450
- Marketing Strategy, 450
- The Marketing Process: Focus on Marketing Mix, 451
- Leadership and Management Implications, 453
- Current Issues and Trends, 455
- Summary, 456

References, 460

Index, 501