

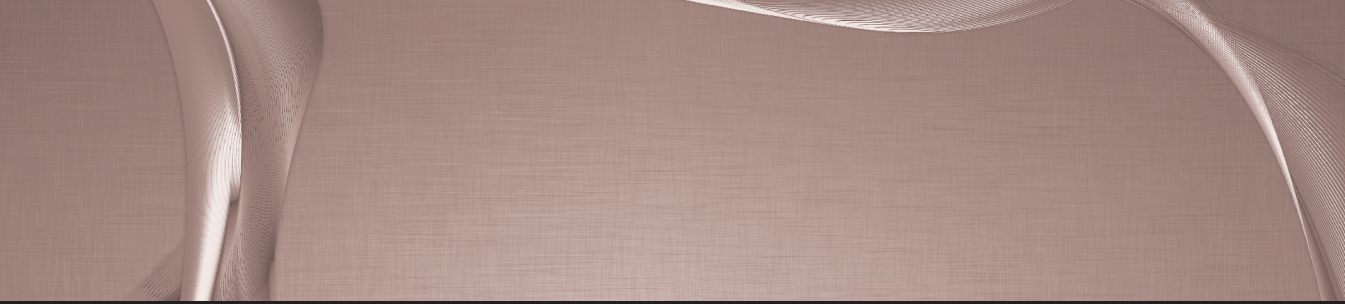


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Bernadette Mazurek Melnyk
Tim Raderstorf

EVIDENCE-BASED LEADERSHIP, INNOVATION, AND ENTREPRENEURSHIP *in Nursing and Healthcare*

A Practical Guide
for Success



Evidence-Based Leadership, Innovation, and Entrepreneurship in Nursing and Healthcare

Bernadette Mazurek Melnyk, PhD, APRN-CNP, FAANP, FNAP, FAAN is the Vice President for Health Promotion, University Chief Wellness Officer, and Professor and Dean of the College of Nursing at The Ohio State University. She also is a Professor of Pediatrics and Psychiatry at Ohio State's College of Medicine. In addition, she is the Executive Director of the Helene Fuld Health Trust National Institute for Evidence-based Practice in Nursing and Healthcare. Dr. Melnyk earned her bachelor of science in nursing degree from West Virginia University, her master of science degree with a specialization in nursing care of children and pediatric nurse practitioner from the University of Pittsburgh, and her PhD in clinical research from the University of Rochester, where she also completed her post-master's certificate as a psychiatric mental health nurse practitioner. She is a nationally/internationally recognized expert in evidence-based practice, intervention research, child and adolescent mental health, and health and wellness, and is a frequent keynote speaker at national and international conferences on these topics. Dr. Melnyk has consulted with hundreds of healthcare systems and colleges throughout the nation and globe on how to improve quality of care and patient outcomes through implementing and sustaining evidence-based practice. Her record includes over \$33 million of sponsored funding from federal agencies and foundations as principal investigator and over 400 publications. Dr. Melnyk is coeditor of six other books, including *Implementing the Evidence-Based Practice (EBP) Competencies in Healthcare: A Practical Guide for Improving Quality, Safety, and Outcomes*; *Evidence-Based Practice in Nursing & Healthcare: A Guide to Best Practice* (Fourth Edition), an *American Journal of Nursing* Research Book of the Year Award winner; *Implementing EBP: Real World Success Stories: A Practical Guide to Child and Adolescent Mental Health Screening, Early Intervention and Health Promotion* (Second Edition); *Intervention Research and Evidence-Based Quality Improvement: Designing, Conducting, Analyzing and Funding* (Second Edition), also an *American Journal of Nursing* Research Book of the Year Award winner, and *Evidence-Based Health and Well-Being Assessment. A Guide to Best Practice*. Dr. Melnyk is an elected fellow of the National Academy of Medicine, the American Academy of Nursing, the National Academies of Practice, and the American Association of Nurse Practitioners. She served a 4-year term on the 16-member United States Preventive Services Task Force and the National Institutes of Health's National Advisory Council for Nursing Research and was a board member of the National Guideline Clearinghouse and the National Quality Measures Clearinghouse (NGC/NQMC). She currently serves as a member of the National Quality Forum's (NQF) Behavioral Health Standing Committee. Dr. Melnyk also serves as editor of the journal *Worldviews on Evidence-Based Nursing* and is a member of the National Academy of Medicine's Action Collaborative on Clinician Well-Being and Resilience as well as an elected board member for the National Forum for Heart Disease & Stroke Prevention.

Dr. Melnyk has received numerous national and international awards, including the Audrey Hepburn Award; Mary Tolle Wright Excellence in Leadership Award; and the International Nursing Research Hall of Fame Award from Sigma Theta Tau International; the Jessie Scott Award from the American Nurses Association for the improvement of healthcare quality through the integration of research, education and practice; the 2012 Midwest Nursing Research Society Senior Scientist award; the NIH/National Institute of Nursing Research's inaugural director's lectureship award; the American Association of Nurse Practitioners (AANP) Sharp Cutting Edge Award, and the National Organization of Nurse Practitioner Faculties Lifetime Achievement Award. She has been recognized as an *Edge Runner* three times by the American Academy of Nursing for founding and directing the National Association of Pediatric Nurse Practitioners' KySS child and adolescent mental health program, her Creating Opportunities for Personal Empowerment (COPE) program for parents of critically ill children and preterm infants, and her COPE cognitive behavioral skills-building program for depressed and anxious children, teens, and college students, which is being implemented in 44 states throughout the United States and five countries. She is also the founder of two companies that disseminate her evidence-based intervention programs.

Dr. Melnyk founded the National Interprofessional Education and Practice Collaborative to advance the Department of Health and Human Services' Million Hearts® initiative to prevent 1 million heart attacks and strokes, which is a collaboration of over 150 organizations and academic institutions across the United States. She also created and chaired the first three National Summits on Building Healthy Academic Communities and is the founder and the current President of the National Consortium for Building Healthy Academic Communities, a collaborative organization to improve population health in the nation's institutions of higher learning, and also served as its first president.

Tim Raderstorff, DNP, RN, is the Chief Innovation Officer at The Ohio State University College of Nursing. As the first nurse to hold this academic title in the United States, he takes great pride in educating the nation on the role of the nurse as an innovator and entrepreneur. In 2017, he founded The Innovation Studio, a makerspace/incubator that provides interprofessional healthcare teams with the tools and mentorship needed to turn ideas into actions. This work at the Innovation Studio led to Tim being named the 2018 Early Career Innovator of the Year at The Ohio State University. Outside of Ohio State, Tim is the founder of Quality Health Communications, a digital Clinical Decision Support System that communicates real-time patient quality and safety metrics to the healthcare team.

Evidence-Based Leadership, Innovation, and Entrepreneurship in Nursing and Healthcare

A Practical Guide to Success

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FNAP, FAAN*

Tim Raderstorff, DNP, RN

Editors

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I dedicate this book to my loving husband, John; my three wonderful daughters, Kaylin, Angela, and Megan; and my awesome grandsons, Alexander and Bradley, who support me to achieve my dreams and who are all the light of my life! I also dedicate it to my terrific executive team at The Ohio State University College of Nursing, including Drs. Margaret Graham, Cindy Anderson, Mary Beth Happ, Wendy Bowles, Kristy Browning, and Laurel Van Dromme; my innovative university-wide wellness team, Drs. Megan Amaya, Brenda Buffington, Dave Hrabe, Sharon Tucker, Lauren Battista, Josh Winn, Nicole Johnson, Brian Keller, and Abby Ewert; and my outstanding executive assistants, Kathy York, Jackie Hollins, and Rebecca Momany, who are all the wind beneath my wings and a major reason that I can still pursue many of my own passions, including the writing of books that equip people with the knowledge and skills to make a positive impact in the real world.

—Bernadette Mazurek Melnyk

This book is dedicated to my wonderful wife, Jill, and our three curious children, who continually remind me that asking “why” is always an appropriate question. I also dedicate this book to Jackie Hoying, Jason Walsh, and Bern Melnyk, who all provided me with opportunities that have changed my life; to my parents, Rex and Sherri, who made me realize what it means to set others up for success; and to the nursing staff at The Hole in the Wall Gang Camp for being such an amazing testament of what it means to be a nurse that I had to join the profession just to try to be like them. This book is also dedicated to Josh Wooten, Liz McClurg, Laurel Van Dromme, Scott Osborne, Mary Beth Happ, our amazing student team at the Innovation Studio, and the clinicians whom we have the privilege of working with every day to turn their ideas into actions.

—Tim Raderstorf

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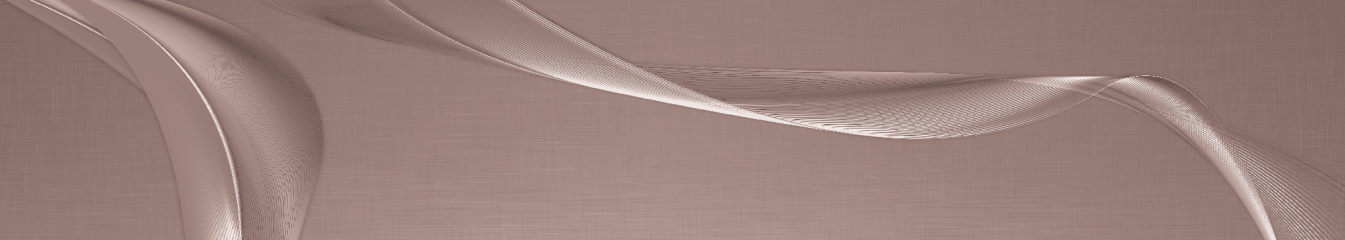
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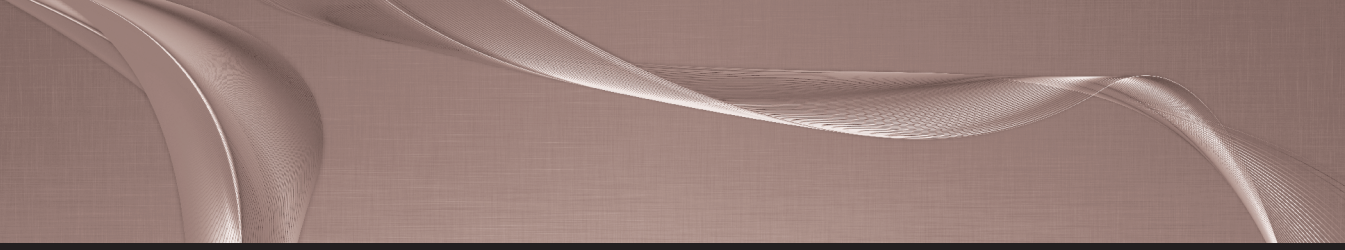
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Preface

Evidence from numerous studies supports that leadership and innovation are critical factors for organizational success and improved outcomes. Further, no change takes place and sustains without strong leadership. Although the United States spends more money on healthcare than any other country in the Western world, our health outcomes are poor. For example, the United States is the worst such country in which to give birth. Sick care continues to be the predominant paradigm and this needs to be shifted to well care as 80% of chronic conditions can be prevented with healthy lifestyle behaviors. We are also living during a period when over 50% of clinicians are suffering from burnout, which affects the quality and safety of care. Solutions, including employing strong leaders and innovators, are urgently needed.

As leaders, innovators, entrepreneurs, and educators, we are painfully aware that the unknowns in healthcare are growing more rapidly and more broadly than what is known. With that in mind, we have developed this book on leadership, innovation, and entrepreneurship to provide you with an evidence-based approach to maximize your leadership and innovation potential. Our practical guide will prepare you to lead your organization into the uncertainty of the future so as to make a positive impact on the world.

This book is organized into three distinct sections: leadership, innovation, and entrepreneurship. The first two sections may be named for terms that are very familiar to you, but as health professionals, principles of entrepreneurship are not typically integrated into our daily practice. However, it is important to note that entrepreneurship and its principles can be applied to leadership and innovation in almost any industry. Some of the greatest minds were entrepreneurial leaders, including Einstein, Gates, and Buffet. Who says your name can't be added to the list? By studying and applying the evidence-based principles of leadership, innovation, and entrepreneurship offered in this book, you will emerge as a more confident and prepared leader to advance your team and organization to its optimal potential, no matter what lies ahead.

PURPOSE

The purpose of this book is to stimulate you to think and act differently by strengthening your leadership, innovation, and entrepreneurial skills. As you will see time and time again throughout this book, our system is broken. We know it will take a new generation of leaders and innovators to solve healthcare's complex problems. That next generation of leaders consists of individuals who consistently base their practices on the best available evidence and, when no evidence exists, creates it.



FEATURES

We believe this book is unlike any other text you have ever read. Many of the chapters are written in the first person using storytelling as a common thread. You are going to study multiple real-world examples with direct applicability to your practice as a leader, innovator, and entrepreneur. You will not find heavy theoretical content in our book as we wanted to create content that would be relatable and help you to put key content into real-world practice. Here are just a few examples of how this book is different than what you have been probably exposed to in the past.

Quotes—Each chapter is filled with motivational quotes related to the content that will inspire and challenge you to put the lessons into practice.

Calls to Action—Embedded within each chapter, our multiple *calls to action* are practical exercises to help you develop specific skills related to the content in each chapter. We promised this book would provide a practical guide to leadership success. These *calls to action* are an exceptional way to position you, the reader, for success. However, you have to do your part and be diligent about putting the *calls to action* into practice.

Podcasts—Each section of the book contains a podcast recorded by one of the world's most engaging leaders on the topic under discussion. This is a unique opportunity to hear how these leaders have put our book's content into practice and how they learned from their experiences.

Key Takeaway Points—You are not going to find long-winded summaries in this book. Instead, each chapter contains four to seven key takeaway points. These represent the essential content that each chapter's authors found to be most valuable and practical when developing their leadership, innovation, and entrepreneurship skills.



A FINAL WORD FROM THE AUTHORS

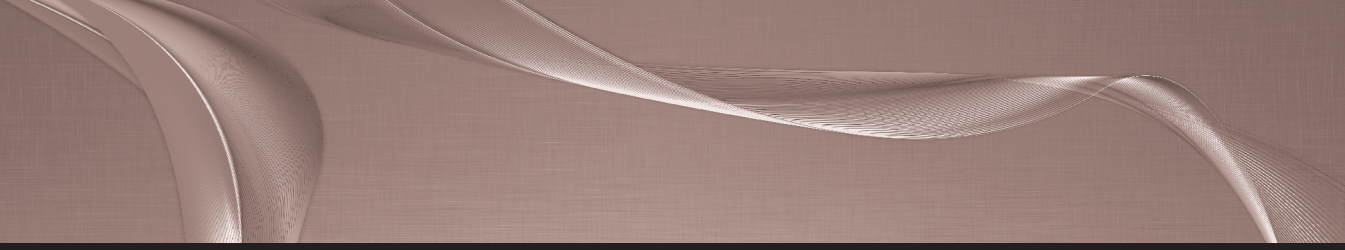
What would you do in the next 5 to 10 years if you knew you could fail? It is critical to write your dreams down, put a date on them, and place this list where you see it every day. Then, believe you can achieve your list and persist through the “character-builders” until those dreams come to fruition. Evidence supports that these ingredients are key to achieving your dreams.

It is past time for change; this is not meant to be an alarming statement. It is not meant to make current leaders feel inadequate or that their work has not had a positive impact. Leaders are doing the best job they can with what they have learned in their academic programs and the tools that have been available. However, our book offers a new approach as well as novel ways of thinking and acting in order to develop a new set of leaders, innovators, and entrepreneurs who will positively disrupt healthcare and substantially improve health and well-being. The leadership principles of innovation and entrepreneurship offered in this book are evidence-based methods that provide you with the most effective tools to improve healthcare and health outcomes well into the future.

As you work to achieve your own dreams, do not forget the importance of disconnecting to connect with the special important people in your life and to take good self-care. If you do not, you will have to take time for illness in the future. Now, let us dream, discover, and deliver a healthier world!

Bernadette (Bern) Mazurek Melnyk and Tim Raderstorf

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