



Essentials of  
Nursing  
Leadership  
& Management

**SECOND EDITION**

Patricia Kelly

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Nursing  
Leadership  
& Management

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# Essentials of Nursing Leadership & Management

SECOND EDITION

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**Essentials of Nursing Leadership & Management, Second Edition**

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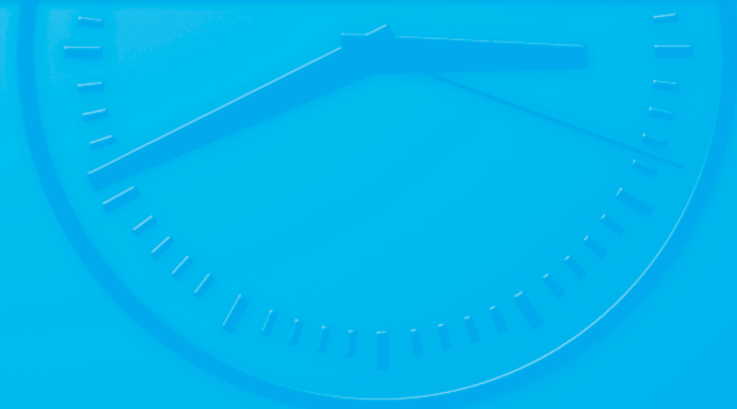
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# PREFACE

**N**urses play a crucial role in protecting patient safety and providing quality health care. A National Academy of Sciences, Institute of Medicine (IOM) report found that “how we are cared for by nurses affects our health, and sometimes can be a matter of life and death . . . nurses are indispensable to our safety” (Institute of Medicine, 2004).

Another IOM report, *Health Professions Education: A Bridge to Quality* (2003), noted that nurses and other health professionals are currently not prepared to provide the highest quality and safest care possible. This IOM report concluded that education for the health professions is in need of a major overhaul and recommended that all programs that educate and train health professionals should adopt five core competencies. These core competencies are the ability to (1) provide patient-centered care, (2) work in interdisciplinary teams, (3) employ evidence-based practice, (4) apply quality improvement, and (5) utilize informatics (IOM, 2003).

The American Association of Critical Care Nurses convened a task force to develop standards for establishing and sustaining health work environments (2001). The Standards are skilled communication, true collaboration, effective decision making, appropriate staffing, meaningful recognition, and

authentic leadership. The Standards guide the nursing leader and manager of the future.

*Essentials of Nursing Leadership & Management*, second edition, is designed to help beginning nurse leaders and managers develop the knowledge and skills to lead and manage nursing care delivery for patients. The text addresses the topics mentioned in the IOM Reports and prepares the beginning nurse leader and manager to move into modern day health care. The contributors to this edition include educators, nursing faculty, nursing educators, nursing consultants, clinical nurse specialists, lawyers, nurse practitioners, wound and ostomy care nurses, and nurse entrepreneurs. These contributors are from various areas of the U.S and Canada, thus allowing them to offer a broad view of nursing leadership and management. Contributors are from California, Florida, Illinois, Indiana, Kentucky, Louisiana, Maine, Maryland, Massachusetts, Minnesota, Missouri, New York, Ohio, Texas, Virginia, Washington, and Manitoba, Canada.

Each chapter of *Essentials of Nursing Leadership & Management*, second edition, discusses the latest theories relevant to its specific topic. Various points of view are presented through case studies and interviews with staff nurses, nurse practitioners, nursing administrators, nursing risk managers, nursing faculty, doctors, and patients.

## ORGANIZATION

*Essentials of Nursing Leadership & Management*, second edition, consists of eighteen chapters arranged in a conceptual framework (see inside cover of book). The conceptual framework provides beginning nurses with an overview of the nurse's leadership and management responsibilities to the patient to the health care team, to the health care organization, and to self. The book consists of five units.

- **Unit I** introduces nursing leadership and management and then discusses the health care environment; nursing today; and decision making, critical thinking, and technology.
- **Unit II** discusses leadership and management of the interdisciplinary team, including health care communication; change, innovation, and conflict management; and power and politics.
- **Unit III** discusses leadership and management of patient-centered care, including delegation of patient care; effective staffing; budgeting for patient care; planning care; and time management and setting patient care priorities.
- **Unit IV** discusses quality improvement of patient outcomes, including quality improvement and evidence-based patient care; legal aspects of health care; ethical aspects of health care; and culture, generational differences, and spirituality.
- **Unit V** discusses leadership and management of self and the future, including NCLEX-RN preparation and your first job; and career planning and achieving balance.

Discussion of timely topics such as nurse-sensitive outcomes, evidence-based practice, the Joint Commission's National Patient Safety goals, information technology, HIPAA, magnet hospitals, interdisciplinary teamwork, quality and performance improvement, and population based care is included throughout the chapters. The real world of nursing is also embraced by presenting a variety of different views.

The second edition of *Essentials of Nursing Leadership & Management* builds on the strengths of the

first edition, embraces user feedback, and accounts for the ever-changing health care landscape. Important changes include the following:

- A new conceptual framework encourages reader understanding and development of key concepts of nursing leadership and management.
- An expanded chapter on NCLEX-RN preparation and your first job, includes issues of professionalism and career planning.
- A new chapter on the health care environment (chapter 2) sets the tone for the text.
- A new section on innovation is included in the chapter on change and conflict management.
- All chapters have been revised and strengthened. Included is new information on evidence-based care, interdisciplinary teamwork, quality improvement, generational differences, balancing personal and professional needs, delegation, ethics, legal aspects, culture and spirituality, decision making, critical thinking, and technology.
- Legal charts on nursing malpractice are included to enhance learning.
- Enhanced content is offered on patient safety, health care communications, power and politics, nursing staffing, budgeting, planning patient care, time management and setting priorities, nurse-sensitive outcomes, and nursing today.
- Stronger exercises, Case Studies, Review Questions, and Activities are included for development of key concepts by the entry-level nurse.

## FEATURES

Several standard chapter features are utilized throughout the text, which provide the reader with a consistent format for learning and an assortment of resources for understanding and applying the knowledge presented. Features include the following:

- Health care or nursing quote related to chapter content

- Photo that sets the scene for the chapter
- Objectives that state the chapter's learning goals
- Opening scenario, a mini entry-level nursing case study that relates to the chapter, with two to three critical thinking questions
- Key Concepts, a listing of the primary understandings the reader is to take from the chapter
- Glossary listing of important new terms presented in the chapters
- Review Questions, several NCLEX style questions at the end of chapter content
- Review Activities to apply chapter content to entry-level nursing situations
- Exploring the Web computer activities
- References
- Suggested Readings

Special elements are sprinkled throughout the chapters to enhance learning and encourage critical thinking and application:

- Evidence from the Literature with synopsis of key findings from nursing and health care literature
- Real World Interviews with nursing leaders and managers, including bedside nursing staff, clinicians, administrators, risk managers, faculty, nursing and medical practitioners, patients, nursing assistive personnel (NAP), and lawyers
- Critical Thinking exercises regarding an ethical, legal, cultural, spiritual, delegation, or quality improvement nursing or health care topics
- Case Studies to provide the entry-level nurse with a clinical nursing leadership/management situation calling for critical thinking to solve an open-ended problem
- Exploring the Web exercises, which guide the reader to the Internet and give Internet

addresses for the latest information related to the chapter content

- Review activities, which encourage students to think critically about how to apply chapter content to the workplace and other “real world” situations. These activities provide reinforcement of key leadership and management skills. Exercises are numbered in each chapter to facilitate using them as assignments or activities.
- A case study that provides a “real world” illustration of the chapter's topic
- Tables and figures, which appear throughout the text and provide convenient capsules of information for the student's reference

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## ONLINE COMPANION (OLC)

A new online companion accompanies *Essentials of Nursing Leadership & Management*, second edition. Each chapter includes a discussion of the opening chapter scenario. Suggested responses are also included by chapter to all Case Studies, Review Questions, Critical Thinking exercises, and Review Activities.

The instructor side of the OLC assists faculty in planning and developing their programs and classes for the most efficient use of time and resources. Three components include:

- Lecture slides in PowerPoint® presentations for each chapter to enhance classroom discussions.
- A test bank of several hundred questions, in NCLEX-RN format, with answers, rationales, and cognitive level.
- A transition guide to facilitate switching lecture notes from the first to the second edition of the text.

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## ABOUT THE AUTHOR



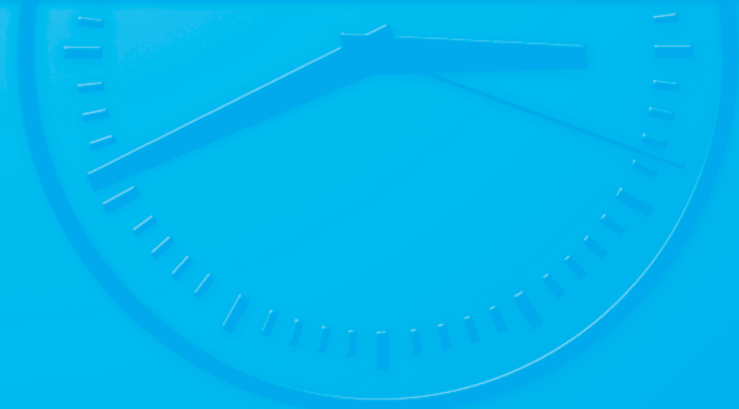
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Pat was Director of Quality Improvement at the University of Chicago Hospitals and Clinics. She has taught at Wesley-Passavant School of Nursing, Chicago State University, and Purdue University Calumet, Hammond, Indiana. She has taught Fundamentals of Nursing, Adult Nursing, Nursing Leadership and Management, Nursing Issues, Nursing Trends, Quality Improvement, and Legal Aspects of Nursing. Pat is a member of Sigma Theta Tau, the American Nurses Association, and the Emergency Nurses Association. She is listed in *Who's Who in American Nursing, 2000 Notable American Women*, and the *International Who's Who of Professional and Business Women*.

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## DEDICATION

**T**his book is dedicated to my loving Dad and Mom, Ed and Jean Kelly; to my super sisters, Tessie Dybel and Kathy Milch; to my dear aunts and uncles, Aunt Verna and Uncle Archie Payne and Aunt Pat and Uncle Bill Kelly; to my nieces, Natalie Dybel Bevil, Melissa Milch Arredondo, and Stacey Milch; to my nephew, John Milch; and to my grand nephew, Brock Bevil and grand niece, Reese Bevil.