# Brief Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreword</td>
<td>xvi</td>
<td></td>
</tr>
<tr>
<td>Introduction</td>
<td>xi</td>
<td></td>
</tr>
<tr>
<td>Chapter 1.</td>
<td>Leadership Commitments That Drive Excellence</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Patricia Reid Ponte, DNSc, RN, NEA-BC, FAAN</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Jacqueline Somerville, PhD, RN, FAAN</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Jeffrey M. Adams, PhD, RN, NEA-BC, FAAN</td>
<td></td>
</tr>
<tr>
<td>Chapter 2.</td>
<td>Today’s Foundation for Nursing Leadership</td>
<td>19</td>
</tr>
<tr>
<td>Chapter 3.</td>
<td>Preparing to Lead</td>
<td>55</td>
</tr>
<tr>
<td></td>
<td>Joyce Batcheller, DNP, RN, NEA-BC, FAAN</td>
<td></td>
</tr>
<tr>
<td>Chapter 4.</td>
<td>Addressing the Quadruple Aim</td>
<td>71</td>
</tr>
<tr>
<td></td>
<td>John Bowles, PhD, RN, CENP</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Deb Zimmermann, DNP, RN, NEA-BC, FAAN</td>
<td></td>
</tr>
<tr>
<td>Chapter 5.</td>
<td>Advancing the Influence</td>
<td>79</td>
</tr>
<tr>
<td></td>
<td>Jeffrey M. Adams, PhD, RN, NEA-BC, FAAN</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Debbie Chatman Bryant, DNP, RN, FAAN</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Kirstin Manges, PhD, RN</td>
<td></td>
</tr>
<tr>
<td>Chapter 6.</td>
<td>Leading Interprofessionally</td>
<td>101</td>
</tr>
<tr>
<td></td>
<td>Karen Saewert, PhD, RN, CPHQ, ANEF</td>
<td></td>
</tr>
<tr>
<td>Chapter 7.</td>
<td>Leading in Informatics: Through the System</td>
<td>123</td>
</tr>
<tr>
<td></td>
<td>Development Life Cycle</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Jane Carrington, PhD, RN, FAAN</td>
<td></td>
</tr>
<tr>
<td>Chapter 8.</td>
<td>Purposeful Diversity in Leadership: A Call to Action for All Nurses</td>
<td>137</td>
</tr>
<tr>
<td></td>
<td>Gaurdia Banister, PhD, RN, NEA-BC, FAAN</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Melissa Joseph, MSN, RN, NE-BC</td>
<td></td>
</tr>
<tr>
<td>Chapter 9.</td>
<td>Leading the Growth of Innovations</td>
<td>159</td>
</tr>
<tr>
<td></td>
<td>Joan M. Vitello-Cicciu, PhD, RN, NEA-BC, FAHA, FAAN</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Barbara Weatherford, PhD, RN</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Kathleen Bower, DNSc, RN, FAAN, CMAC</td>
<td></td>
</tr>
</tbody>
</table>
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 xvi
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
From Exposure to Research 83
2003–2008: Early Attempts to Understand and Research Nursing Influence 84
CONTENTS

2004–2008: Developing the Adams Influence Model (AIM) 85
Process of Influence 87
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
Chapter 8. **Purposeful Diversity in Leadership:**

**A Call to Action for All Nurses**

- 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**

- 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

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

Introduction 214
Academic–Practice Partnerships Redefined 215
Exemplars from Boston 218
Simmons College School of Nursing and Health Sciences 218
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
Contents

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