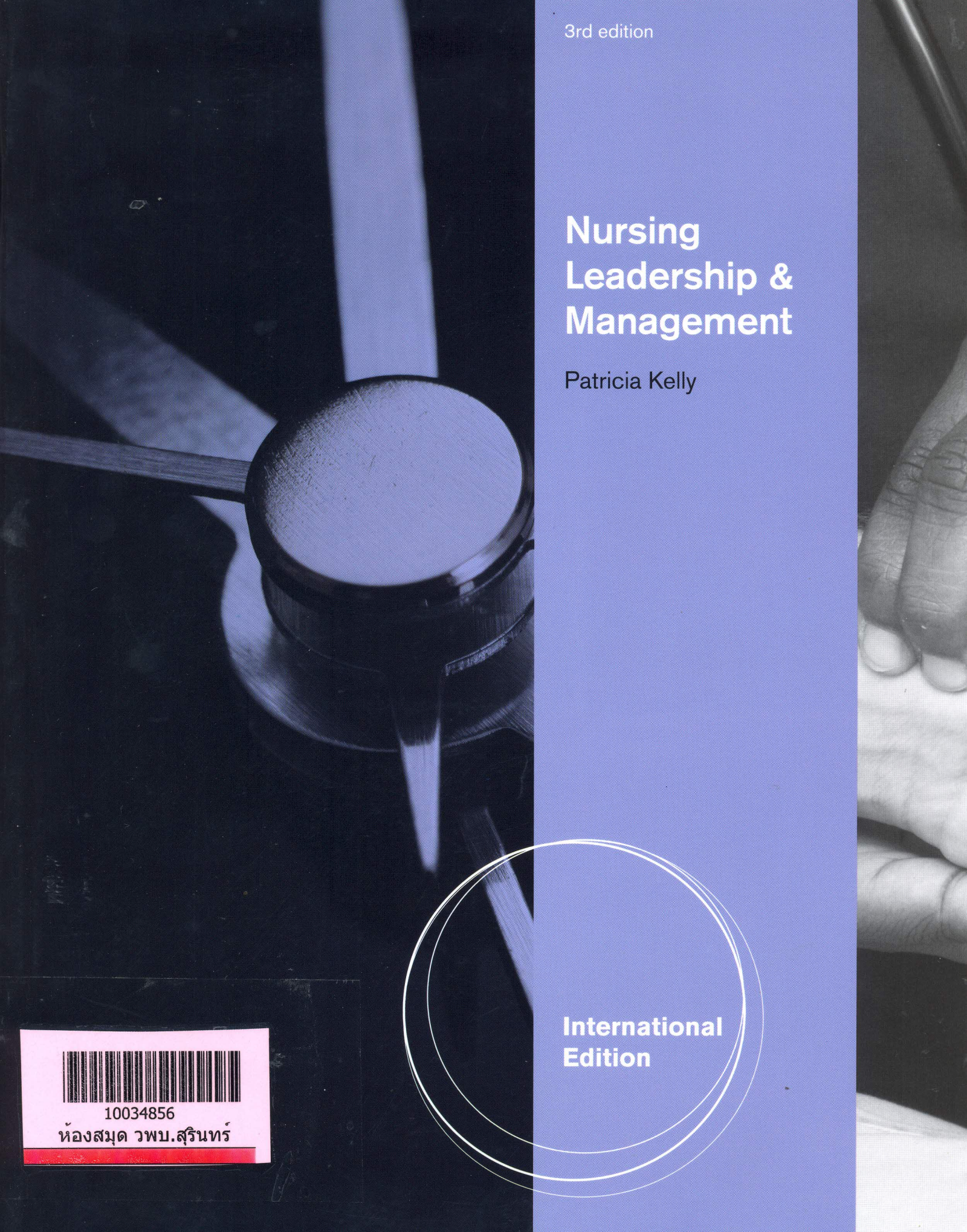

3rd edition

# Nursing Leadership & Management

Patricia Kelly

**International Edition**

10034856
ห้องสมุด วพบ.สุรินทร์

# CONTENTS


Contributors / xiii
Reviewers / xviii
Preface / xix
Acknowledgments / xxii
About the Author / xxiii
How to Use This Book / xxv

## UNIT 1

## Nursing Leadership and Management / 1

### CHAPTER 1:

### NURSING LEADERSHIP AND MANAGEMENT / 1

**Definition of Leadership** ... **2**
- Leaders and Followers ... 3
- Leaders versus Managers ... 3
- Leadership Characteristics ... 4
- Leadership Theories ... 5
- Contemporary Approaches to Leadership ... 9
- Using Knowledge and Emotional Intelligence ... 12
- The New Leadership ... 12

**Definition of Management** ... **13**
- Managerial Roles ... 14
- The Management Process ... 14
- Manager Resources ... 15

**Management Theories** ... **15**
- Scientific Management ... 15
- Bureaucratic Management ... 17
- Human Relations ... 17

**Motivation Theories** ... **18**
- Maslow's Hierarchy of Needs ... 20
- Two-Factor Theory ... 20
- Theory X and Theory Y ... 21
- Theory Z ... 22
- Vroom's Expectancy Theory ... 22

**The Changing Nature of Managerial Work** ... **22**
- Feedback ... 22

### CHAPTER 2:

### THE HEALTH CARE ENVIRONMENT / 30

**History of Health Care** ... **32**
- Structuring Hospitals Around Nursing Care ... 33
- Collecting Data ... 33
- Influence of External Forces on Health Care ... 33

**Organization of Health Care** ... **35**
- Health Care Rankings ... 35
- Access to Health Care for All ... 37
- Health Care Payment in Other Countries ... 37
- Hospital Care ... 37
- Need for Primary Health Care ... 39
- The Federal Government ... 40
- State and Local Levels ... 40
- Home Health Care ... 40
- Health Care Disparities ... 40

**Health Care Spending** ... **42**
- Medicare and Other Health Care Costs ... 43
- Health Care Insurance ... 43
- Medicare and Medicaid ... 44
- State Regulation of Health Insurance ... 45
- International Perspective ... 45

**The Rising Cost of Health Care** ... **48**
- Factors Contributing to Rising Health Care Costs ... 48
- Cost Containment Strategies ... 52
- Capitation ... 53
- Prospective Payment ... 54

**Health Care Quality** ... **56**
- Health Care Variation ... 56

Highly Reliable Health Care-Improvements to Standardize Care ... 57
Performance and Quality Measurement ... 58
Public Reporting of Performance ... 59
Institute of Medicine Health Care Reports ... 59
Other National Public Quality Reports ... 60
Disease Management ... 60
**Balanced Scorecards ... 60**
Evidence-Based Practice ... 60
Accreditation and Patient Safety ... 61
**Improving Quality Through Health Professions Education ... 61**
Quality and Safety Education for Nurses (QSEN) ... 62
Never Conditions ... 63
**Nurse Shortages ... 63**

## CHAPTER 3: ORGANIZATIONAL BEHAVIOR AND MAGNET HOSPITALS / 73

**Organizational Behavior ... 74**
Importance of Organizational Behavior ... 75
Evolution of Organizational Behavior ... 75
High-Performance Organizations ... 76
**Magnet Hospitals ... 77**
Historical Overview of Magnet Hospitals ... 77
Goals of the Magnet Recognition Program ... 78
Benefits of Magnet Recognition ... 79
Forces of Magnetism ... 81
The Magnet Model ... 82
Magnet Appraisal Process ... 85
**Professional Nursing Practice ... 86**

## CHAPTER 4: BASIC CLINICAL HEALTH CARE ECONOMICS / 92

**Traditional Perspective on the Cost of Health Care: Health Care Helps People ... 94**
Need for Health Care Determined by Provider ... 94
Right to Health Care at Any Cost ... 94
Cost Plus ... 94
**Contemporary Perspective on Cost of Health Care: Health Care As a Business ... 94**
Need for Health Care Determined by the Consumer ... 95
Right to Health Care at a Reasonable Cost ... 96
Managed Care ... 96
Universal Health Care ... 97
The Institute for Healthcare Improvement ... 99
Pay-for-Performance Projects ... 100
**Future Perspective on Cost of Health Care ... 101**
**The Cost Equation: Money = Mission = Money ... 101**
Cohesion and Consistency of the Business ... 101
Business Profit ... 101
Fundamental Costs ... 102
Cost Analysis ... 103
**Diagnostic, Therapeutic, and Information Technology Cost ... 106**
Oregon Health Plan ... 106
Medicare Medication Cost ... 106
**Cost of Medications and Health Care Executive Salaries ... 108**
**Nursing Cost ... 108**
Patient Classification System (PCS) ... 110
Relative Value Unit (RVU) ... 111
**Use of the Computer to Capture Nursing Costs ... 112**
**Quality Measurement ... 113**
Customer Satisfaction ... 114
**Health Care Site Economics ... 114**
**Health Care Provider Economics ... 114**

## CHAPTER 5: EVIDENCE-BASED HEALTH CARE / 121

**History of EBP ... 122**
**Evidence-Based Practice Models ... 123**
**Importance of EBP ... 123**
Nursing and EBP ... 127
Attributes of EBP ... 127
**Levels of Evidence ... 127**
PICO-Based Approach to Guiding an Evidence Search ... 131
**EBP Centers in the United States ... 133**
**Promoting Evidence-Based Best Practices ... 134**

## CHAPTER 6: NURSING AND HEALTH CARE INFORMATICS / 139

**Nursing Informatics ... 141**
E-Health and Telehealth ... 141
Elements of Nursing Informatics ... 141
Need for Nursing Informatics ... 142
Joint Commission National Patient Safety Goals ... 142
Leapfrog Group ... 143
The National Quality Forum ... 143
The TIGER Initiative and Quality and Safety Education for Nurses (QSEN) ... 144
The Specialty of Nursing Informatics ... 145
**Health Information Systems ... 147**
Health Information Systems Important to Nursing ... 147
The Electronic Health Record (EHR) ... 147
Personal Health Record (PHR) ... 149
**Interface between the Informatics Nurse and the Clinical Information System ... 152**

**Trends in Computing** 152
Development of Modern Computing 152
Ubiquitous Computing 153
Mobile Applications 153
Social Network Sites 153
Virtual Reality 154
Using the Internet for Clinical Practice 155
Internet Resources for Patients 156
Internet and Searching for Evidence 157
Challenges Related to the Use of the Internet in Health Care 157
Interoperability 157
Privacy 158

## CHAPTER 7: POPULATION-BASED HEALTH CARE PRACTICE / 165

**Population-Based Health Care Practice** 166
Health Status Disparities 167
Healthy People 2020 168
Culturally Inclusive Health Care 170
**Health Determinant Models** 171
**Population-Based Nursing Practice** 172
**Population-Based Nursing Practice Interventions** 175
Traditional versus Nontraditional Model 176
Application of Nursing Process to Population-Based Nursing Practice 179
Evaluation 182
**Program Evaluation** 182
**Disaster Preparedness and Response** 185
**Collaboration and Community Action** 188
The Action Model to Achieve Healthy People 2020 Overarching Goals 188

# UNIT 2

# Leadership and Management of the Interdisciplinary Team / 198

## CHAPTER 8: PERSONAL AND INTERDISCIPLINARY COMMUNICATION / 198

**Trends in Society That Affect Communication** 199
**Elements of the Communication Process** 199
Health Insurance Portability and Accountability Act (HIPAA) of 1996 200
**Modes of Communication** 200
Electronic Communication 202
**Levels of Communication** 204
Public Communication 204
Intrapersonal Communication 204
Interpersonal Communication 205
**Organizational Communication** 205
**Communication Skills** 206
**Barriers to Communication** 207
Use of Language 207
Gender 208
Culture 209
Generational Differences 209
Health Literacy 209
Anger 210
**Workplace Communication** 211
Supervisors 213
Coworkers 213
Horizontal/Lateral Violence 214
Physicians, Nurse Practitioners, and Other Health Care Professionals 215
Patients and Families 216
Mentor and Prodigy 218

## CHAPTER 9: POLITICS AND CONSUMER PARTNERSHIPS / 222

**Health Care Reform in the United States in 2010** 223
**Stakeholders and Health Care** 224
**The Politics and Economics of Human Services** 227
**Cultural Dimensions of Partnerships and Consumerism** 228
**Politics and Demographic Changes** 228
**Nurse as Political Activist** 229
Politics and Advocacy 230
Advocacy and Consumer Partnerships 231
**Consumer Demands** 233
**Turning a Consumer-Oriented Vision into Reality** 233
The Consumer Demand for Accountability 233
Patient Safety: An Important Partnership 235
**Credibility and Politics** 240

## CHAPTER 10: STRATEGIC PLANNING AND ORGANIZING PATIENT CARE / 245

**Organizational Vision, Mission, and Philosophy** 247
Mission Statement 247
Philosophy 247
**Strategic Planning** 250
Strategic Planning Definition 250

Purpose of Strategic Planning 250
Steps in Strategic Planning Process 250
Relationship of Strategic Planning to the Organization's Mission 253
Organizational Culture 256
High-Reliability Organizations—A Culture of Safety 256
**Organizational Structure 257**
Types of Organizational Structures 257
Division of Labor 259
Factors Influencing Organizational Structures 263
Trends in Organizations 264

**CHAPTER 11:**
**EFFECTIVE TEAM BUILDING / 267**

**Definition of a Team 268**
Characteristics of a Successful Team 268
Committees 268
Advantages of Teamwork 269
Disadvantages of Teamwork 270
Informal Teams 270
**Stages of a Team Process 270**
Forming Stage 270
Storming Stage 270
Norming Stage 271
Performing Stage 271
Adjourning Stage 271
**Anatomy of a Winning Team 271**
Conducive Environment for Teamwork 273
Team Size 274
Status Differences 275
**Crew Resource Management 275**
Psychological Safety 276
Qualities of Effective Team Members 276
Qualities of Effective Team Leaders 276
Clinical Teams 277
Guidelines for Meetings 278
Avoiding Groupthink 278

**CHAPTER 12:**
**POWER / 283**

**Definitions of Power 284**
**Power and Accountability 285**
**Sources of Power 286**
**Positive Personal Orientation to Power 288**
**Empowerment 288**
Power and the Media 289
**Personal Power Development 290**
**Power and the Limits of Information 291**
**Machiavelli on Power 293**

**CHAPTER 13:**
**CHANGE, INNOVATION, AND CONFLICT MANAGEMENT / 297**

**Change 298**
Traditional Change Theories 299
Chaos Theory 302
Theory of Learning Organizations 302
The Change Process 302
Responses to Change 306
The Change Agent 307
**Innovation 308**
Innovation in Nursing 309
**Conflict 310**
Definition of Conflict 310
Sources of Conflict 310
Types of Conflict 310
The Conflict Process 311
Conflict Management 312
Strategies to Facilitate Conflict Management 315
Leadership and Management Roles 315
**Conflict Management and Change 315**

**UNIT 3**
**Leadership and Management of Patient-Centered Care / 322**

**CHAPTER 14:**
**BUDGET CONCEPTS FOR PATIENT CARE / 322**

**Types of Budgets 323**
Operational Budget 323
Capital Budget 323
Construction Budget 324
**Budget Overview 324**
**Budget Preparation 324**
Demographic Information and Marketing 326
Competitive Analysis 326
Regulatory Influences 326
Strategic Plans 326
**Scope of Service and Goals 327**
History 328
**Budget Development 329**
Revenue 329
Expenses 331
**Budget Approval and Monitoring 337**

**CHAPTER 15:**
**EFFECTIVE STAFFING / 343**

**Determination of Staffing Needs 344**
Core Concepts 344

Units of Service 345
Nurse Intensity 345
Patient Classification Systems 346
Considerations in Developing a Staffing Plan 347
Establishing a Staffing Plan 348
**Scheduling 350**
Patient Need 350
Experience and Scheduling of Staff 350
**Evaluation of Staffing Effectiveness 356**
Patient Outcomes and Nurse Staffing 356
Nurse Staffing and Nurse Outcomes 356
**Models of Care Delivery 357**
Case Method 357
Total Patient Care 358
Functional Nursing 358
Team Nursing 358
Primary Nursing 359
Patient-Centered Care or Patient-Focused Care 359
Patient Care Redesign 361
**Care Delivery Management Tools 362**
Clinical Pathways 362
Case Management 364

## CHAPTER 16:
## DELEGATION OF PATIENT CARE / 368

**Delegation 369**
ANA and NCSBN 370
Principles of Delegation 370
**Accountability and Responsibility 370**
**Authority 371**
**Assignment 371**
Competence 373
**Supervision 373**
**Responsibilities of Health Team Members 374**
Nurse Manager Responsibility 375
New Graduate Responsibility 375
Registered Nurse Responsibility 375
Nursing Assistive Personnel (NAP) Responsibility 375
Licensed Practical/Vocational Nurse Responsibility 378
**Direct and Indirect Patient Care Activities 379**
**Underdelegation and Overdelegation 379**
**Overdelegation 381**
**Organizational Responsibility for Delegation 382**
Chain of Command 382
**NCSBN Decision Tree-Delegating to Nursing Assistive Personnel 384**
**State Boards of Nursing 384**
**Delegation Suggestions for RNs 385**
**Transcultural Delegation 385**
Cultural Phenomena 385

## CHAPTER 17:
## ORGANIZATION OF PATIENT CARE / 400

**Unit Strategic Planning 401**
Assessment of External and Internal Environment 401
Development of a Philosophy 401
**The Structure of Professional Practice 403**
Shared Governance 403
**Relationship-Based Care 405**
**Ensuring Competence and Professional Staff Development 407**
Benner's Novice to Expert 407
Accountability-Based Care Delivery 409
**The Process of Professional Practice 410**
Situational Leadership 410
**Measurable Quality Outcomes 415**
Transforming Care at the Bedside 415
Unit-Based Performance Improvement 415

## CHAPTER 18:
## TIME MANAGEMENT AND SETTING PATIENT CARE PRIORITIES / 424

Outcome Orientation 425
Time Analysis 425
**General Time Management Concepts 427**
The Pareto Principle 427
**Prioritizing Use of Time 428**
Understand the Big Picture 428
Decide on Optimal Desired Outcomes 428
Do First Things First 428
**Application of Time Management Strategies to the Delivery of Care 430**
Estimate Activity Time Consumption 430
Create an Environment Supportive of Time Management and Patient Care 430
Utilize Shift Hand-Off Report 431
**Formulate the Plan for the Shift 433**
**Make Patient Care Rounds 433**
Evaluate Outcome Achievement 433
Avoid Priority Traps 437
**Strategies to Enhance Personal Productivity 439**
Create More Personal Time 440
Use Downtime 440
Control Unwanted Distractions 441
Find Personal Time for Lifelong Learning 441

## CHAPTER 19:
### PATIENT AND HEALTH CARE EDUCATION / 448

**Informal and Formal Patient Education** ..... **449**
**Individual and Group Education** ..... **449**
**Methodology** ..... **449**
Analysis ..... 449
Design ..... 458
Development ..... 459
Implementation ..... 463
Evaluation ..... 469

# UNIT 4
## Quality Improvement of Patient Outcomes / 474

## CHAPTER 20:
### MANAGING OUTCOMES USING AN ORGANIZATIONAL QUALITY IMPROVEMENT MODEL / 474

**Evolution of Quality Improvement Initiatives** ..... **476**
Total Quality Management ..... 477
**General Principles of Quality Improvement** ..... **477**
Customers in Health Care ..... 478
The Mission of the Joint Commission (JC) ..... 478
Participation of Everyone in the Organization ..... 478
Focus on Improvement of the Health Care Work Process ..... 479
Outcomes Monitoring ..... 480
**Implications for Patient Care** ..... **481**
**Methodologies for Quality Improvement** ..... **481**
The Plan Do Study Act Cycle ..... 481
The FOCUS Methodology ..... 482
Other Improvement Strategies ..... 484
Interpreting Data ..... 487
Organizational Structure ..... 489

## CHAPTER 21:
### EVIDENCE-BASED STRATEGIES TO IMPROVE PATIENT CARE OUTCOMES / 497

**Evidence-Based Practice** ..... **498**
Evidence-Based Strategies ..... 499
Role of the ANA ..... 501
Evolution of EBP ..... 501
**Evidence-Based Multidisciplinary Practice Models** ..... **503**
The University of Colorado Hospital Model ..... 503
The PDSA Cycle ..... 504
**Pain and Comfort Care, including Wound Management, for the Palliative Care Patient** ..... **505**
Healing Probability Assessment Tool ..... 505
Application of the PDSA Cycle to Pain Management and Comfort Care, including Wound Management ..... 506
**Pressure Ulcer Management** ..... **512**
Application of the PDSA Cycle to Pressure Ulcer Management ..... 515

## CHAPTER 22:
### DECISION MAKING AND CRITICAL THINKING / 526

**Decision Making** ..... **527**
Clinical Application ..... 528
**Critical Thinking** ..... **529**
**Reflective Thinking** ..... **529**
**Intuitive Thinking** ..... **530**
**Problem Solving** ..... **530**
**Decision-Making Tools and Technology** ..... **530**
Decision Tree ..... 533
Gantt Chart ..... 533
Use of Technology ..... 533
**Group Decision Making** ..... **533**
Techniques of Group Decision Making ..... 534
**Limitations to Effective Decision Making** ..... **538**
**Strategies to Strengthen the Nurse's Role in Decision Making for Patient Care** ..... **539**

## CHAPTER 23:
### LEGAL ASPECTS OF HEALTH CARE / 544

**Sources of Law** ..... **545**
**Public Law** ..... **545**
Constitutional Law ..... 545
Criminal Law ..... 545
Administrative Law ..... 546
**Civil Law** ..... **547**
Contract Law ..... 548
Tort Law ..... 548
**Negligence and Malpractice** ..... **548**
Negligence and Nursing Advocacy ..... 552
False Imprisonment ..... 554
Invasion of Privacy ..... 555
**Legal Protections in Nursing Practice** ..... **555**
Good Samaritan Laws ..... 555
Skillful Communication ..... 556
Risk Management Programs ..... 556
Malpractice/Professional Liability Insurance ..... 556
Nurse/Attorney Relationship ..... 558

## CHAPTER 24:
### ETHICAL ASPECTS OF HEALTH CARE / 564


**Definition of Ethics and Morality** 565
**Historical and Philosophical Influences on Nursing Practice** 565
- Religious Influences 565
- Women's Influences 565
- Philosophy 566

**Ethical Theories** 567
**Virtues** 567
**Ethical Principles and Values** 568
- Ethics Committees 568
- Values and Values Clarification 570
- Guides to Ethical Decision Making 571
- An Ethics Test 574

**Ethical Issues Encountered in Practice** 575
- Cost Containment and Issues Related to Technology 575
- Patient Rights 575

**Ethical Leadership and Management** 576
- Organizational Benefits Derived from Ethics 576
- Creating an Ethical Workplace 577
- Nurse-Physician Relationships 579
- Ethical Codes 579
- The Future 579


## CHAPTER 25:
### CULTURE, GENERATIONAL DIFFERENCES, AND SPIRITUALITY / 586


**Culture** 587
- Race and Ethnicity 588
- Increasing Diversity 588
- Population Groups 588
- Health Care Disparity 589
- Socioeconomic Disparities 590
- Differences in the Quality of Health Care 590
- Eliminating Health Disparities 590
- Cultural Competence 591

**Organizational Culture** 594
- Organizational Socialization 597
- Working with Staff from Different Cultures 599
- Improving Communication on the Team 602
- Managerial Responsibility 603

**Generational Perceptions** 603
**Spirituality** 604
- Spiritual Assessment 605
- Spiritual Distress 606
- Barriers to Spiritual Care 606
- Championing Spirituality 606
- Developing Spiritual Leadership 608


# UNIT 5
## Leadership and Management of Self and the Future / 614

## CHAPTER 26:
### COLLECTIVE BARGAINING / 614


**History of Collective Bargaining and Collective Bargaining Legislation in America** 615
**Collective Action Models** 616
- Workplace Advocacy 616
- Collective Bargaining 617

**Whistle-Blowing** 617
**Process of Unionization** 620
- Managers' Role 620
- Employees' Role 621
- Striking 621

**Collective Bargaining Agents** 623
- American Nurses Association (ANA) 623

**Professionalism and Unionization** 624
- Definition of Supervisor 624
- Physician Unionization 625
- Unionization of University Professors 625

**Managing in a Union Environment** 625
- Grievance 625

**Pros and Cons of Collective Bargaining** 626


## CHAPTER 27:
### CAREER PLANNING / 630


**Strategic Planning Process** 631
- Determining Your Goals 633
- Planning and Implementing a Job Search 634
- Termination Phase of the Interview 643
- Evaluation 646


## CHAPTER 28:
### NURSING JOB OPPORTUNITIES / 651


**Emerging Opportunities** 654
- Certification 654
- Traveling Nurse 655
- Flight Nursing 656
- Health Care Sales/Pharmaceutical Representatives 657
- Case Manager 658

**Public Health Nursing** 659
- Nurse Entrepreneur 659
- Wound, Ostomy, Continence Nurse Specialist 660
- Clinical Research Nurse (CRN) 662
- Nursing Informatics (NI) 662
- Legal Nurse Consultant 662

**Advanced Practice Nursing** ... **663**
Certified Registered Nurse Anesthetist (CRNA) ... 663
Certified Nurse-Midwife (CNM) ... 663
Clinical Nurse Specialist (CNS) ... 664
Nurse Practitioner (NP) ... 664
Clinical Nurse Specialist/Nurse Practitioner (CNS/NP): A Combined Role ... 665
**Direction for the Future** ... **667**

## CHAPTER 29:
## YOUR FIRST JOB / 672

**Choosing a Position** ... **673**
Patient Types ... 673
Work Environment ... 673
**Orientation to Your New Job** ... **674**
Orientation Considerations ... 674
General Orientation ... 674
Unit-Specific Orientation ... 676
**Performance Feedback** ... **679**
Preceptor Assessment ... 679
Formal Performance Evaluation ... 679
**Organizational Responses to Performance** ... **683**
Employee Recognition Programs ... 683
Corrective Action Programs ... 683
**The Nurse as a First-Time Manager of a Small Patient Group** ... **683**
Relating to Other Disciplines ... 684
Delegation to Team Members ... 685
**Strategies for Professional Growth** ... **688**
Cross-Training ... 689
Identifying a Mentor ... 689
Developing Professional Goals ... 689

## CHAPTER 30:
## HEALTHY LIVING: BALANCING PERSONAL AND PROFESSIONAL NEEDS / 695

**Definition of Health** ... **696**
Healthy People—2020 and Beyond ... 696
**Areas of Health** ... **697**
**Physical Health** ... **698**
Nutrition ... 698
Benefits of Exercise ... 699
Sleep ... 699
**Intellectual Health** ... **701**
Intellectual Acuity ... 701
Personal Financial Planning ... 701
How to Educate Yourself ... 702
**Emotional Health** ... **703**
Emotional Intelligence ... 703
Anger ... 703
Humor ... 704
Stress Management ... 704
Avoiding Automatic Negative Thought Distortions ... 705
**Professional Health** ... **705**
Ways to Maintain Professional Health ... 707
Occupational Hazards Common among Nurses ... 707
**Social Health** ... **710**
Impact of Social Relationships ... 710
**Spiritual Health** ... **711**
Religion and Health ... 713
**Decision Making** ... **713**

## CHAPTER 31:
## NCLEX PREPARATION AND PROFESSIONALISM / 719

**NCLEX Examination** ... **721**
How the Examination Is Constructed ... 721
Test Question Formats and Samples ... 721
Orientation to the Examination ... 723
Possible Predictors of NCLEX Success ... 723
NCLEX-RN Review Books and Courses ... 724
Exit Examinations ... 724
Knowledge, Anxiety Management, and Test-Taking Skill ... 724
ARKO Strategies and ABC-Safe-Comfort-Teaching Tips ... 725
Organizing Your Review ... 726
When to Study ... 728
Some Final Tips ... 728
**Professionalism** ... **728**
The Future ... 737
Nurse-Sensitive Outcomes ... 737

**Abbreviations** ... 746
**Glossary** ... 749
**Index** ... 757