



DIANE L. HUBER

# Leadership & Nursing Care Management

Fifth Edition



10038971

ห้องสมุด วพบ. สุรินทร์

ELSEVIER

Highlights the  
AONE  
Competencies

## PART I LEADERSHIP

### 1 Leadership and Management Principles, 1

*Diane L. Huber*

#### Leadership and Care Management

##### Differentiated, 1

The Two Roles of a Nurse, 3

The Leadership Role, 3

Leadership Overview, 3

Definitions, 4

Leadership and Management Roles, 5

Background on Leadership, 5

Leadership: Five Interwoven Aspects, 5

Leadership Theories, 7

Attitudinal Leadership Theories, 11

Transactional and Transformational  
Leadership, 14

Contemporary Leadership: Interactional and  
Relationship-Based, 16

Clinical Leadership, 16

Effective Leadership, 17

Followership, 18

Leadership and Management Implications, 19

Current Issues and Trends, 20

Management Overview, 21

Definitions, 21

Background: The Management Process, 22

Management in Nursing Practice, 26

Management in Organizations, 27

Leadership and Management Implications, 34

Current Issues and Trends, 35

### 2 Change and Innovation, 37

*Maryanne Garon*

Definitions, 38

Background, 38

Perspectives on Change, 39

Change Theories, 40

The Process of Change, 45

Emotional Responses to Change, 47

Effective Change, 48

Leadership and Change, 49

Power and Politics, 50

Leadership and Management Implications, 50

Current Issues and Trends, 51

### 3 Organizational Climate and Culture, 55

*Jennifer Bellot*

Definitions, 55

Background, 57

Research, 57

Leadership and Management Implications, 60

Current Issues and Trends, 62

## PART II PROFESSIONALISM

### 4 Critical Thinking and Decision-Making Skills, 65

*Betsy Frank*

Definitions, 65

Background, 66

Decision Outcomes, 70

Decision-Making Situations, 71

Administrative and Organizational Decision  
Making, 72

Decision-Making Tools and Strategies Used to  
Solve Problems, 73

Leadership and Management

Implications, 77

Current Issues and Trends, 78

### 5 Managing Time and Stress, 83

*Caryl Goodyear-Bruch, Adrienne Olney,*

*Susan R. Lacey, Karen S. Cox*

Definitions, 83

Current Issues and Trends, 84

Leadership and Management

Implications, 88

### 6 Legal and Ethical Issues, 94

*Robert W. Cooper*

#### Legal Aspects, 94

Definitions, 95

Law and the Nurse Manager, 97

Leadership and Management Implications, 100

#### Ethical Issues, 102

Ethical Decision Making in Clinical Health

Care, 102

- The Clash Between Clinical and Organizational Ethics, 104
- Leadership and Management Implications, 105

## PART III COMMUNICATION AND RELATIONSHIP BUILDING

- 7 Communication Leadership, 111**  
*Diane L. Huber*  
Definitions, 111  
Background, 112  
Communication Leadership, 113  
Leadership and Management Implications, 121  
Current Issues and Trends, 124
- 8 Team Building and Working with Effective Groups, 128**  
*Jo Manion, Diane L. Huber*  
Definitions, 129  
Background, 130  
Why Groups are Formed, 131  
Advantages of Groups, 132  
Disadvantages of Groups, 133  
Group Decision Making, 133  
Working with Teams, 134  
Committees, 136  
Effective Meetings, 138  
Constructive Group Members, 140  
Disruptive Group Members, 141  
Managing Disruptive Behavior in Groups, 142  
Leadership and Management Implications, 142  
Current Issues and Trends, 143
- 9 Delegation, 147**  
*Diane L. Huber*  
Definitions, 147  
Background, 148  
Process of Delegation, 148  
Delegation Pitfalls and Solutions, 151  
Legal Aspects of Delegation and Supervision, 153  
Leadership and Management Implications, 154  
Current Issues and Trends, 156
- 10 Power and Conflict, 159**  
*Kathleen B. Cox*  
**Power, 159**  
Definitions, 160  
Authority and Influence, 161

- Sources of Power, 162
- The Power of the Subunit, 165
- Leadership and Management Implications, 166
- Power and Leadership, 166
- Conflict, 168**  
Bullying and Disruptive Behavior, 169  
Definitions, 169  
Views of Conflict, 170  
Types of Conflict, 170  
Stage Models of Conflict, 172  
Conflict Scales, 174  
Conflict Management, 174  
Leadership and Management Implications, 179  
Current Issues and Trends, 182
- 11 Workplace Diversity, 186**  
*Diane L. Huber*  
Definitions, 187  
Background, 187  
History, 188  
National Standards on Culturally and Linguistically Appropriate Services, 190  
Communication, 191  
Leadership and Management Implications, 192  
Current Issues and Trends, 194

## PART IV KNOWLEDGE OF THE HEALTH CARE ENVIRONMENT

- 12 Case and Population Health Management, 197**  
*Diane L. Huber*  
Care Coordination and Integration, 197  
Definitions, 198  
\*Case Management Overview, 198  
Background, 202  
The Case Management Process, 207  
Case Management Implementation, 208  
Development of Case Management Programs, 209  
Leadership and Management Implications, 210  
Current Issues and Trends, 211  
Disease Management, 212  
Definitions, 213  
Background, 217  
Population-Based Program Planning, 221  
Population-Based Risk Assessment, 222

- Leadership and Management Implications, 223  
Current Issues and Trends, 224
- 13 Organizational Structure, 226**  
*Raquel M. Meyer*  
Definition, 226  
Organization Theory, 226  
Key Theories of Organizations as Social Systems, 228  
Key Organizational Design Concepts, 231  
Organizational Charts, 237  
Organizational Shapes, 237  
Power, 240  
Leadership and Management Implications, 242  
Current Issues and Trends, 243
- 14 Decentralization and Shared Governance, 246**  
*Cheryl Hoying*  
Definitions, 246  
Shared Governance, 249  
Leadership and Management Implications, 252  
Current Issues and Trends, 254
- 15 Professional Practice Models, 256**  
*Diane L. Huber*  
Definitions, 257  
Background, 258  
Traditional Nursing Care Delivery Models, 263  
Evolving Models, 268  
Innovative and Future Models, 269  
Leadership and Management Implications, 270  
Current Issues and Trends, 271
- 16 Evidence-Based Practice: Strategies for Nursing Leaders, 274**  
*Laura Cullen, Cindy J. Dawson, Kirsten Hanrahan, Nancy Dole*  
Definitions, 274  
Models, 277  
Implementing Evidence-Based Practice Changes, 278  
An Evidence-Based Practice Exemplar, 280  
Organizational Infrastructure and Context, 283  
Leadership Roles in Promoting Practice, 284  
Leadership and Management Implications, 286  
Current Issues and Trends, 287
- 17 Quality and Safety, 291**  
*Luc R. Pelletier*  
Definitions, 291  
Health Care Quality in the Twenty-First Century, 293  
Collaboration and Health Care Quality as Professional Nursing Imperatives, 294  
Industrial Models of Quality, 295  
Standards of Quality, 297  
Emerging Models of Health Care Performance and Quality Assessment and Management, 299  
Costs Associated with Poor Health Care Quality, 301  
Leadership and Management Implications, 303  
Current Issues and Trends, 305  
Health Care Safety and Health Care Enterprise Risk Management, 309
- 18 Measuring and Managing Outcomes, 322**  
*Sean P. Clarke, Lianne Jeffs*  
Definitions, 322  
Outcomes Management, 324  
Influences on Outcomes, 324  
Measurement of Outcomes, 325  
Elements of Outcomes Research, 325  
Leadership and Management Implications, 325  
Current Issues and Trends, 326

## PART V BUSINESS SKILLS

- 19 Strategic Management, 330**  
*Belinda E. Puetz*  
Definitions, 330  
Strategic Planning Process, 331  
Elements of a Strategic Plan, 335  
Implementation of the Strategic Plan, 335  
Leadership and Management Implications, 336  
Current Issues and Trends, 336
- 20 Confronting the Nursing Shortage, 339**  
*Linda L. Workman*  
Definitions, 339  
Background, 340  
Nursing Shortage Time Line of Events and Predictions, 341  
Factors Contributing to the Nursing Shortage, 343  
American Nurses Association's Call to Action, 350  
Recruitment, 352  
Retention: New Graduates and Experienced Registered Nurses, 357  
Turnover: Cost and Management Strategies, 360  
Leadership and Management Implications, 362  
Current Issues and Trends, 363
- 21 Staffing and Scheduling, 367**  
*Sharon Eck Birmingham, Beth Pickard, Lori Carson*  
Definitions, 368  
Framework for Staffing Management, 369

- Strategies Influencing Staffing Management, 369  
Leadership and Management Implications, 374  
The Staffing Management Plan, 375  
Organizational Outcomes, 381  
Current Issues and Trends, 383
- 22 Budgeting, Productivity, and Costing Out Nursing, 387**  
*Mary Ellen Murray*  
Background, 387  
Definitions, 388  
The Budget Process, 388  
Tracking and Monitoring of Budgets, 391  
Leadership and Management Implications, 391  
Productivity, 394  
Measures of Productivity, 394  
Current Issues and Trends, 395
- 23 Performance Appraisal, 399**  
*Lynne S. Nemeth*  
Definitions, 399  
Performance Appraisal Process, 399  
Organizational Culture as a Catalyst to Improving Performance, 401  
Subcultures and Stakeholders, 401  
Goals for Performance Appraisal, 402  
Performance Appraisal and Retention, 404  
Performance Appraisal Criteria, 404  
Alternative Types of Appraisal, 405  
Reliability and Validity in Measurement, 406  
Leadership and Management Implications, 407  
Current Issues and Trends, 407  
Interactive Group Exercise, 408
- 24 Prevention of Workplace Violence, 410**  
*L. Jean Henry, Gregory O. Gint*  
Definitions, 411  
Regulatory Background, 411  
Leadership and Management, 412  
Legal Implications, 418  
Current Issues and Trends, 418
- 25 All-Hazards Disaster Preparedness, 423**  
*Elizabeth T. Dugan, Karen Drenkard, Gene S. Rigotti*  
Transitioning Theory into Practice for All-Hazards Preparedness, 423  
Definitions, 424  
Getting Started: First Steps, 425  
Leadership and Management Implications, 435  
Current Issues and Trends, 435
- 26 Data Management and Clinical Informatics, 441**  
*Jane M. Brokel*  
Definitions, 442  
Nursing's Data Needs, 443  
Nursing Informatics, 445  
Electronic Health Record, 445  
Health Information Exchanges, 447  
Effectiveness, 448  
Standardized Clinical Terminology, 449  
Nursing Management Minimum Data Set, 450  
Leadership and Management Implications, 450  
Current Issues and Trends, 452
- 27 Marketing, 455**  
*Alice R. Boyington, Jane M. Fusilero*  
Definitions, 456  
Background, 457  
Marketing Strategy, 457  
The Marketing Process: Focus on Marketing Mix, 459  
Leadership and Management Implications, 460  
Current Issues and Trends, 462
- References, 465**