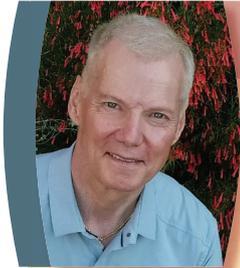


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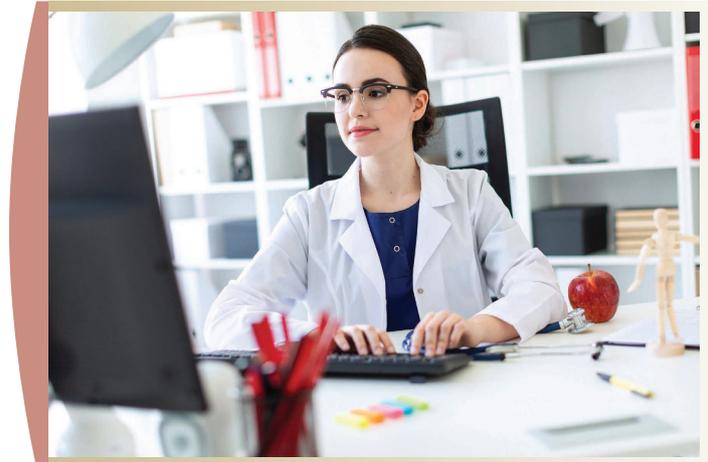
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Features

22 Toxic Leadership: Three Lessons From Complexity Science to Identify and Stop Toxic Teams

Dan R. Weberg, PhD, RN, MHI, and
Ryan M. Fuller, BSN, RN, CNML

Toxic leadership behaviors undermine teams and lead to unsafe and unhealthy working environments. Leaders can help combat toxicity by understanding the causes through the lens of complex systems.

27 Through the Looking Glass: Reimagining Nursing Professional Governance in the Age of Complexity

Gregory Crow, EdD, RN, Judith Hahn, PhD, RN, NEA-BC, CPHQ, and Matthew French-Bravo, MSN, RN

Nursing Professional Governance (NPG) is one of the most significant advances in nursing practice in the past 50 years. While there have been advances in how NPG is designed and operationalized, it is now time to consider a new approach to the governance of professional nursing. Freeing NPG from the bureaucratic rule-bound entity that it is in many healthcare organizations, and enabling it to transform into a complex adaptive system, can make NPG more effective.

32 Collaborating for Legislative Success: Overcoming Organizational Tribalism

Ingrid Johnson DNP, MPP, RN

Colorado nurse leaders are working to create a new and cohesive path to build strong and open partnerships designed to ensure that nursing retains and, in some ways, gains a stronger level of control over the future of the profession. This article will tell how that story is beginning and how it may create an example for all states to build a cohesive legislative agenda designed to support not only nurses, but also the patients nurses serve.



13 Leader to Honor

Sharon Pappas, PhD, RN, NEA-BC, FAAN

Tim Porter-O'Grady, DM, EdD, ScD(h), APRN, FAAN, FACCWS

Photographers: Kay Hinton, Jack Kears, and Pete Winkle

Snapshot

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37 Leadership Development for Frontline Nurse Managers Promotes Innovation and Engagement

Karen Richey, MBA, BSN, RN, NEA-BC, and Stephanie Waite, MSLOC, BSEd

The need for highly engaged frontline nurse managers is becoming more evident to affect staff engagement, patient care, and safety outcomes and advancing nursing practice. To develop the framework and process, the Associate Chief Nursing Officer and Director of Leadership and Organizational Development partnered to assess the engagement data and outlined a process that led to the development of the Leadership Engagement Academy (LEA) for Frontline Nurse Managers.

43 Resilience and Professional Joy: A Toolkit for Nurse Leaders

Noreen Bernard, EdD, RN, NEA-BC

Given the national foci on clinician health, a translation of research provides nurse leaders with practical tools designed to increase individual, collective, and organizational resilience that supports a culture of professional joy.

49 The Master in Healthcare Innovation: A New Paradigm in Healthcare Leadership Development

Michael Ackerman, DNS, RN, FCCM, FNAP, FAANP, Kathy Malloch, PhD, MBA, RN, FAAN, Dana Wade, DNP, RN, CPHQ, CNS-BC, NEA-BC, Tim Porter-O'Grady, DM, EdD, APRN, FAAN, FACCWS, Dan Weberg, PhD, MHI, RN, Joyce Zurmehly, PhD, DNP, RN, NEA-BC, ANEF, and Tim Raderstorf, MSN, RN

There is a need for a new approach to leadership development in the healthcare industry. The Master in Healthcare Innovation Program prepares the leaders to meet the complex demands of today's healthcare system.

54 Caregiver Leadership: *The Pathway to Achieving and Sustaining National Initiatives*

John Bowles, PhD, RN, CENP, and Kathy Malloch, PhD, MBA, RN, FAAN

The nursing profession has been challenged to lead change in healthcare delivery and quality of care, through national initiatives by the Institute of Medicine, Institute for Healthcare Improvement and American Nurses Association. Our call to action is to begin a dialogue about nursing leadership at the point of care and recognize and employ the enormous potential for the largest and most trusted profession to use their critical mass to influence national healthcare outcomes.

59 Advancing Professional Practice Through a Research and Evidence-based Practice Festival

Kara Mangold, DNP, RN-BC, CCTN, CNE, and Noël Arring, DNP, PhD, RN, OCN

Internal dissemination of evidence-based practice and research is important as it can reduce duplication of effort, increase sharing of best practices, and sustain a culture of evidence-based practice. An annual research and evidence-based practice festival has been beneficial to increase knowledge of current projects, grow presentation skills, and increase external dissemination of work. Additional value of the festival is its influence on the professional practice of registered nurses.

65 Yes, We Can and Did: *Engaging and Empowering Nurses Through Shared Governance in a Rural Health Care Setting*

Linda McClarigan, MS, BSN, RN, NE-BC, David Mader, BSN, RN, CCRN, CCDS, and Carrie Skiff, RN

Implementing shared governance is possible, even in a rural health care organization. This article provides the reader with the tools required for successful implementation of shared governance.

71 Top Ten Questions: *Transitioning From the CNO Position*

Mary J. Brown, MSN, RN, NEA-BC

In this time of great innovation and change in health care, a Chief Nursing Officer may leave this role for a variety of opportunities and circumstances. This article describes common considerations when shifting away from this nursing leadership position and offers key strategies to positively navigate this significant career transition.

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Call For Letters

Nurse Leader is delighted to offer a letters to the editor section for comment, issues, and concerns.

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