
Nursing Leadership and Management: Working in Canadian Health Care Organizations

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10 9 8 7 6 5 4 3 2 1 EB

Library and Archives Canada Cataloguing in Publication

Gaudine, Alice, 1955-, author Nursing leadership and management : working with Canadian healthcare organizations / Alice Gaudine, Memorial University, Marianne Lamb, Queen's University. – First edition.

Includes bibliographical references and index.
ISBN 978-0-13-273597-1 (pbk.)

1. Nursing services—Canada—Administration. 2. Leadership.

I. Lamb, Marianne, 1948-, author II. Title.

RT89.G39 2013

362.17'3068

C2013-907063-X

PEARSON

ISBN 978-0-13-273597-1

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Preface

Nursing Leadership and Management: Working in Canadian Healthcare Organizations provides a truly Canadian introduction to theory and practice while emphasizing key skills employed by highly successful nurse leaders and managers. Drawing on our experience as Canadian nurses and as instructors, we wrote this text with the goal of equipping our students with the knowledge to excel as nurse leaders. Our practical experience in nursing is grounded in Alice Gaudine's background in administration and Marianne Lamb's experience as a leader in organizations such as the Canadian Association of Schools of Nursing.

Written primarily as a resource for nursing students in a bachelor's program who are learning about nursing leadership, nursing management, and working in today's health care organizations, the book coaches readers in thinking critically, improving quality, communicating effectively, building teams, delegating successfully, handling conflict, leading change, and more. Throughout the book, we identify challenges nurses and health care organizations face and encourage the next generation of nurses to find positive solutions. Accordingly, the book is of interest to not only undergraduate nursing students but also practising nurses and graduate students. Practising nurses can use the book to help them prepare for a management or leadership position, to develop leadership skills in any position, and to learn about the responsibilities of their managers. Graduate students will find the book useful as a clear overview of key leadership and management topics.

We focused the book on issues for those working in the Canadian health care system. We drew on a wide range of research, but incorporated Canadian research and leading health care examples from different regions of Canada and from health care settings including hospitals, long-term care settings, nursing homes, and the community. Note that while we tried to be as inclusive as possible, some regions in Canada conduct more research on leadership, management, and nurses' work life than others. Additionally, more research in leadership, management, and quality of work life is carried out in hospitals than in other health care settings, possibly because the number of nurses employed by hospitals facilitates research at these sites. These two factors did constrain our ability to devote equal space to research from all regions of Canada and from a variety of health care sites.

HIGHLIGHTS OF THE FIRST EDITION

Four themes frame the contents of this book:

1. *Patient safety*
2. *Communication* in leadership and management
3. *Critical thinking* appears throughout the narrative and is exemplified in the cases and critical thinking questions and activities.
4. *Research* supports the content; we believe that nurse leaders and managers should use evidence-based practice.

We tried to engage the reader by using the active voice (first person) rather than exclusive use of passive voice (third person). Years ago, scientific writing did not allow the use of active voice but today active voice is encouraged for clear, concise writing (APA, 2010). “We” appears throughout to not only personalize the reading experience for students, but also to clarify when an idea is our own versus when an idea is widely known and accepted or when we are citing another author(s) (in which case we provide a reference).

PEDAGOGICAL FEATURES

A variety of features help students navigate this text.

- Chapter opening *learning objectives* and a *summary* allow students to confirm that they have absorbed key ideas.
- A chapter case study followed by questions encourages the application of concepts to a realistic scenario.
- *Critical thinking questions and activities* not only promote discussion and critical thinking, but also help the next generation of nurses to start thinking about innovations to improve our health care system.
- *Self-quizzes* assist with self-assessment of selected chapter content.
- Links to *useful websites* help the reader find further information or examples from organizations as these relate to the book’s content.

In addition to this, the text includes **four types of boxed features**:

1. *At-a-glance* boxes: highlight key concepts
2. *Leading Healthcare Example* boxes: portray good practices in Canadian nursing and health care organizations
3. *Interview* boxes: a Canadian nurse leader provides examples and knowledge from his or her practice
4. *Related Research* boxes: showcase ongoing research in areas referred to in the chapter

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- **MyTest and Test Item File:** MyTest from Pearson Education Canada is a powerful assessment generation program that helps instructors easily create and print quizzes, tests, and exams, as well as homework or practice handouts. Questions and tests can all be

be authored online, allowing instructors ultimate flexibility and the ability to efficiently manage assessments at anytime, from anywhere. MyTest for the first edition of *Nursing Leadership and Management: Working in Canadian Healthcare Organizations* is also available in Microsoft Word format (referred to as the Test Item File) on the Instructor's Resource Centre.

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Acknowledgements

We want to acknowledge the assistance of Kate Edgar in the early phase of work on this book and the many reviewers of this textbook for their detailed, helpful comments. We appreciate the time and care that they put into their reviewing.

The reviewers include B. Maura MacPhee (University of British Columbia), C. Barbara Campbell (University of Prince Edward Island), D. Lillian Alexis (Langara College, School of Nursing), E. Kathleen Miller (Grant MacEwan University), F. Judith Wells (Western Regional School of Nursing, Memorial University of Newfoundland), G. Sandra MacDonald (Memorial University of Newfoundland), H. Willena Nemeth (Cape Breton University), J. Valerie Fiset (Algonquin College), D. Sharon Paton (Ryerson University), E. Kileen Tucker Scott (Ryerson University), F. Linda Brazier (BCIT), G. Kathleen Brophy (Centre for Nursing Studies), A. Ruth Chen (McMaster University), B. Beth Perry (Athabasca University), D. Eva Beattie (St. Clair College), B. Tanya Johnson (York University), D. Yolanda Babenko-Mould (UWO), E. Selma Kerr-Wilson (BCIT), and F. Denise Newton-Mathur (Laurentian University).

We would like to thank the tireless efforts of Pearson's editorial and production staff for all their work. In particular, we thank Lisa Rahn (Senior Acquisitions Editor), Mary Wat (Developmental Editor), Rachel Thompson (Project Manager), and Marnie Lamb (Permissions Project Manager) for their guidance and their hard work on our behalf.

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Marianne Lamb, RN, is a Professor Emerita at Queen's University in Kingston, Ontario. She has worked as a nurse in small and large hospitals in Ontario and Quebec, and completed graduate studies in acute care nursing (MSc, Alberta) and health policy/health administration (PhD, Toronto). Marianne's leadership and management experiences include positions as Director of Professional Services with the Canadian Nurses Association, Director of the School of Nursing at Memorial University of Newfoundland, and Associate Dean (Health Sciences) and Director of the School of Nursing, Queen's University. Her most research work has focused on knowledge translation, patient safety, and clinical ethics. She is a past President of the Canadian Bioethics Society and the Canadian Association of Schools of Nursing.