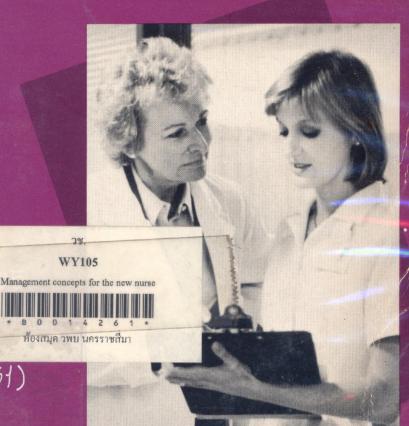
Management Concepts for the New Nurse

KATHERINE W. VESTAL

(0531)



Contents

I. FOCUS ON MANAGEMENT

1	The Management Role of the New Nurse 3 KATHERINE W. VESTAL Human Effectiveness 4 The New Kid 5 Managing Innovation 10 Quality of Work Life 11 Changing Roles of Management 12
2	Assessing the Organization 15 KARLENE M. KERFOOT AND JOYCE E. JOHNSON Classic Organizational Theory 16 Modern Organizational Theory 18 How To Define and Use the System 21
3	Communication in Complex Organizations 33 WILLIAM M. WARFEL The Communications Process 34 The Flow of Communications: Upward, Downward, and Latera 35 The Nurse's Credibility as Sender of Message 36 Listening 37 Nursing Activities as Communication Processes 40
4	Leadership and Motivation 53 BETH TAMPLET ULRICH Leadership 54 Power 59

	Delegation 61 Motivation 63
5	Decision Making 71 EULA DAS
	Rationale for Process 72 Familiar Decisions 73
	Nursing Decisions 74 Diagram: The Decision-Making Process 82 Decision About Priorities 82 Complexity of Decisions 84 Use of Process in Other Decision-Making Situations 85
6	Conflict Management and Change 87 SUSAN C. ROE
	Building a Positive Work Climate 88 Managing Work Relationships 89
7	Making the Most of Expertise 107 NANCY R. KRUGER
	Job Descriptions as a Reference for Optimizing Staff Talents 108
	Time Management 115 Deterrents to Proper Time Management 119 Utilizing Expertise of Self and Others 121 Positive Self-Concept as a Tool for Success 122
8	Financial Management 127 NANNETTE L. GODDARD
	Health Care Costs and Issues 128 Minimizing Losses Related to Unit Functioning 132 The Nursing Care Delivery System and the Required Human Resources 142 The New Nurse's Role in Health Care Finance 148
0	
9	Risk Management and Quality Assurance 153 MARILYN B. CHASSIE
	Incentives for Quality Assurance and Risk Management Programs 156
	The Professional Nurse's Responsibility 161
II.	FOCUS ON EMPLOYMENT 185
0	Becoming a Successful Employee 187 DONNA RICHARDS SHERIDAN
	Expectations of the Employer 190

	Performance Appraisal 198
11	Strategies for Professional Success 201 KATHERINE W. VESTAL
	Career Development 203 Career Mapping 205 Tools for Career Building 210
12	Networking Strategies for the New Nurse 227 GAYE W. POTEET
	The Challenges and Pitfalls of Networking 227
ш.	FOCUS ON CONTEMPORARY NURSING ISSUES 239
13	Licensure, Legislation, and Health Policy MARGARET M. VOSBURGH Framework for Policy Decisions 242 Authority for Policy Formulation 242 Policy Process 244 Influence of Nursing on Policy Formulation 244 Federal Influence on Health Policies 245 Federal Funding for Hospitals and Research 250 Federal Funding for Professional Education 253 Federal Funding for Education and Research 254 Nursing Responsibility To Influence Health Policy 258
14	Legal and Ethical Issues 271 RICHARD W. ASHTON Sources of Law and the Judicial System 272 Laws Affecting the Employment Relationship 276 The Legal Concept of Professional Liability (Malpractice) 28 Regulation of Nursing Practice 295 Hospital Bioethics Committees 298 Comments on Professional Codes 299
15	Labor Relations in Union and Nonunion Environments 303 J. ELIZABETH OTHMAN AND HARRIETT S. CHANEY Our Labor Relations Heritage 304 Current Status of Labor Relations 306 Professionalism and Collectivism 307 The Collective Bargaining Process 308 The Union Contract 311

Negotiation Difficulties 312

Expectations of the Employee 196

16	Overcoming Sex-Role Stereotyping in Nursing LINDA CARRICK TOROSIAN AND MARIANNE DIETRICK-GALLAGHER			
	Factors Influe Influence of T Men in Nursir	ntation: Nursing Issues and Strategies ing 328	e 322 325	
17	Professiona DEBORAH J. Benefits of Mo Professional C	embership 334		
18	Status of Ame The Changing	of Nursing 349 STEET AND LINDA C. HODGES Perican Society 349 Scene of Health-Care Delivery 35	50	