

DOWNLOAD PDF MANAGEMENT AND LEADERSHIP FOR NURSE MANAGERS

Chapter 1 : Leadership skills for nursing unit managers to decrease intention to I | NRR

The author introduces current and future nurse managers to the challenges of planning, organizing, leading, and controlling. The most recent research on management theory is incorporated throughout the book in the context of its practical application.

Developing educational plans Records management Nurse managers need strong communication and leadership skills. They should be adept at coordinating resources and personnel and meeting goals and objectives. They must be effective leaders who can strike a balance between working with the nursing staff and the healthcare facility administrators. Department of Health and Human Services, said nurse managers are change agents. They work with staff to find and implement useful changes to improve patient wellness and safety outcomes. Nurse managers also implement regulatory guidelines for patient safety set by state and federal agencies, such as the U. They have to make sure the staff is educated on care standards and can implement them as needed. Traits of a Successful Nurse Manager Working as a nurse manager requires skills beyond clinical care. The job requires management skills, budgeting and business acumen and leadership qualities. Communications and interpersonal skills are also vital. The following characteristics are common among successful nurse managers: Effective Communication Skills “ Part of being an effective leader is listening to staff and patient concerns and communicating needs. Nurse managers must be able to build solid rapport with all staff members, from the janitorial staff to head administrators, as well as patients to create cohesiveness. In other cases, they might have to advocate for patient safety and access to quality healthcare. Nurse managers should not be afraid of using their voice and position. Nurse managers must have superior clinical skills to ensure patient safety and wellbeing. They encourage, empower, mentor, and find strengths. They boost creativity and mindfulness. Instead, they meet conflict and work through it. They address people with respect and do not bully. Instead, they use supportive encouragement to challenge employees to success. They coach and mentor. The Future of Nurse Managers As the current nursing workforce ages and retires, the anticipated shortage of nurses will create opportunities for newly minted nurse managers. Researchers have found that nurse managers are vital to overall nurse retention because they influence the quality of work and the stability of a work environment. Researchers found there must be cohesive relationships among staff members and better communications with staff for nurse managers to do a better job in the future. Continual changes in healthcare and a focus on costs are among the many things that make the role of nurse manager challenging. Yet succession planning is challenging today in a healthcare environment that is fast paced and constantly changing. The program provides a broad-based nursing education that allows students to assume managerial roles and effectuate future changes in the profession. The online MSN program allows students to take nursing classes remotely and learn from leaders in the field while continuing their careers as registered nurses. The MSN program offers three areas of specialization:

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Chapter 2 : Top Skills Needed for Nursing Management | Bradley University Online

Management And Leadership For Nurse Managers Document for Management And Leadership For Nurse Managers is available in various format such as PDF, DOC and ePUB which you can directly download.

Not every nurse manager is a good leader, and those who demonstrate strong nursing leadership are not necessarily managers. What is a Nurse Manager? A nurse manager holds an assigned position within the hierarchy of an organization. She or he has decision-making powers and control over certain processes, and is expected to carry out specific duties. What is a Nurse Leader? A leader, on the other hand, may or may not have recognized authority within the organization. Nurses can demonstrate leadership skills at any level of experience and in any stage of their careers. When you work productively within your unit and express enthusiasm for unit goals, you are helping to direct the group in ways that make it function cohesively and you are sowing the seeds of leadership. Another way to demonstrate leadership is to become a mentor. Anytime you speak up about a problem, you demonstrate leadership skills particularly if you are advocating for patient safety or high-quality care. As you go about your daily duties, numerous opportunities exist for you to question the validity of current nursing practices in your hospital, and to use evidence to make the care you provide more effective. As a nurse, you should continually ask the question, What is the evidence that this intervention is the best possible practice? Some hospitals actively recruit staff nurses to sit on committees or provide input regarding the policies that affect patient care. If your hospital uses such a system of shared governance, you should get involved. Benefits of developing leadership skills Nurse managers can manage more effectively if they possess a wider range of leadership skills including the ability to motivate others. A manager who makes every decision without input and rules with a heavy hand may come across as a dictator who does not value the experience of others. This type of manager often cannot build an effective team. Both leaders and managers rely on critical thinking skills and the ability to envision a positive future. The desire to for self-improvement and a higher level of excellence is an intrinsic trait for leaders. There is a wealth of available information about both leadership skills and management styles. You can tap into it by taking courses or reading widely about the topics. If you already have a college degree, consider going for an MSN. Through case studies and hands-on course work, nurses examine the various human resource challenges facing an organization as well as the dynamic nature of the strategic planning and management processes. Courses cover long-range planning, including budgeting, analysis and reporting. Share this post on:

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Chapter 3 : Management and Leadership for Nurse Managers - Russell C. Swansburg - Google Books

Management and Leadership for Nurse Administrators, Eighth Edition, is a comprehensive overview of key management and administrative concepts that are critical to leading healthcare organizations and ensuring patient safety and quality care.

Table 3 Comparative profiling tools Understanding cultural norms and diversity is just as important as understanding individuals. Dreher and Macnaughton 21 contend that cultural competence is really nursing competence. As communities become more diverse, it is important that leaders adopt strategies to teach, provide feedback, and motivate persons from different cultural backgrounds and different skill mixes. Leadership mentoring bridges the regulatory and subjective aspects of human resources management through the pairing of experienced leaders with novice leaders. To illustrate a type of mentoring, Montgomery 22 presents a descriptive method whereby an experienced professor mentors a doctoral student in the needed leadership and administrative experiences. The mentoring of new critical care managers by the chief nursing officer should occur over time and is enhanced through the resolution of increasingly complex situations. Because of the rapidly changing external environment, it is increasingly important to understand how leaders anticipate and implement change. The Delphi method is a process in which a questionnaire is distributed to experts who independently complete it; the results are evaluated to determine the likelihood that certain events may occur. Critical care nurses can use this evidence-based information to educate each other about change. This concept was first discussed by Skewhart 28 in and then made famous in the s when Deming encouraged the Japanese to adopt it to promote continuous quality improvement. Understanding why nurses resist or accept change enables a leader to communicate why change is necessary and to mentor others through the change process. Previous Section Next Section Managing Revenue and Expenses International studies indicate a global need for financial education for nurse-leaders. Nurse-managers must have basic knowledge of financial management. Interpreting financial statements, understanding performance ratios, and recognizing the time value of money are essential when financial forecasts and cost implications for business plans are being estimated. To compile a capital budget, managers must understand the financial implications of leasing versus purchasing, the expected useful life of equipment, and estimated maintenance costs. Understanding how to calculate a return on investment when proposing new technology, such as computerized documentation systems, enables critical care leaders to conduct cost analysis of different systems and options. This collaboration is crucial to budget planning. It is important to know the cost per unit of service so that staff and supplies increase as the number of patients increases. Knowledge of expiring supplier and provider contracts helps leaders anticipate the effects of budgeted rates and numbers of patients. Previous Section Next Section Managing Technology and Equipment A basic understanding of information technology is essential for critical care leaders. Nurses who have mastered technology can devise technological interfaces to gather statistical data that assist in efficient management of critical care units. Technologically savvy nurses can use Web technology to make educational materials and programs, such as videoconferencing and Webcasts, easily accessible for patients and clinicians. Critical care nurses can use software on their wireless personal digital assistants to look up, verify, and calculate medication dosages or concentrations of intravenous infusions to reduce medication errors. Wireless personal digital assistants and laptops improve fast and efficient communication. Technological advances surround critical care nurses and nurse-managers. Previous Section Next Section Summary Each organization has unique operational issues and managerial supports. To successfully overcome the challenges faced by an organization, nurse-managers must work with supervisors to hone the necessary leadership skills. Previous Section Next Section Communication Skills Communication occurs through speech, nonverbal signals, and written documentation. It is essential that leaders disseminate and interpret information quickly and accurately. A 2-year study 33 of Chilean nurse-leaders suggested that leadership is characterized by exerting a positive influence on others through good communication. At the root

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of effective communication is delivering the message in such a way that the listener will hear it. Simulation and role-playing are effective methods for improving communication skills. The mission is what the organization strives to accomplish; in other words, the reason the organization exists. Vision is also about understanding how to rally people around an idea. All operations, education, goals, and strategies should be linked to the vision and should fit in with the overall mission. It is a myth that there is a single right or best organizational structure. Organization is a tool for making people productive when they work together. Organizational structures like command and control work effectively in crisis or disaster management situations because decisions must be made quickly and there is little time for discussion. Collaborative and team structures are effective for improving processes and designing new programs. Effective communication of standards, responsibilities, and rewards translates into improved performance. Promoting the obfuscation of actual practices during surveys or billing audits sends the wrong message and often exposes facilities to whistle-blower lawsuits. Persons in subordinate roles often comply with their supervisors because most organizations are structured to produce obedience. Previous Section Next Section Communicating Continuous Learning Continuous learning is essential at all levels of nursing, and learning about communication improves teamwork and reduces errors. Lawson encourages providers to examine communication styles to help develop skills necessary to provide patient-centered care. The program includes identifying verbal cues that help improve communication between physicians and nurses, such as restating or reading back verbal orders. Encouraging employees to set career goals, including opportunities to improve communication and interpersonal skills, facilitates continual professional growth of employees. Previous Section Next Section Communicating Change The healthcare industry is funded in part with government monies; therefore, organizations are subject to considerable regulatory oversight. Regulations, laws, strategies, and technologies change frequently, and great organizations use the knowledge of change management to implement change successfully. The article by Weber and Joshi 39 that summarizes the information in current business and healthcare publications about how change occurs at the individual and organizational level is an excellent resource for nurses. Critical care managers need to communicate frequently with staff to reduce the stress of a transforming environment. Teaching leaders to recognize when employees are overwhelmed and how to intervene to improve the situation is essential. A key leadership responsibility is communicating effectively with others. Inspiring and leading critical care nurses can be a powerful result of cogent communication. Therefore, nurse-leaders must continually enhance and improve their understanding of efficacious communication mechanisms. Leaders must be able to assess external studies, articles, reports, and best practices in order to identify areas for improvement and potential solutions. A leader should be inquisitive and ask questions that have not been asked before. Similarly, critical care managers use their analytical and strategic skills to improve operational outcomes. Leaders should be able to answer these 2 questions. For example, a team is assembled to analyze how a unit is processing patients from admission to discharge. The members of the team review data and outline the key drivers that are influencing the processes; then they review the literature and network with colleagues to determine the best practices. The team leader guides the team by ensuring that the members are meeting or exceeding expectations and operational goals in regards to the admission and discharge of patients. Previous Section Next Section Strategize External Opportunities External resources can guide critical care nurses in improving operational processes. The Leapfrog Group, 41 a national group of employers studying and responding to quality healthcare issues, was created to help save lives and reduce preventable medical mistakes by publishing hospital performance information so that consumers can make informed choices. For example, the group promotes contracting with critical care intensivists to manage admissions to intensive care units. Mortality rates are significantly lower in hospitals with intensive care units managed exclusively by board-certified intensivists. A critical care clinical nurse specialist or nurse practitioner employed by the intensivist group can facilitate early discharge when the physicians are not immediately available. Creating a culture of proactive discharge planning through the evaluation of best practices at other organizations is fundamental to efficient operations. There are also tools

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such as the decision tree and force-field analysis that help a group analyze data and options when solving problems. Many of these types of tools can be found at the Mind Tools Web site. These tools encourage teams to remain focused as the teams evaluate possible solutions. Tools should be easy to use so that staff members do not spend more time learning the tool than evaluating the solutions. Previous Section Next Section Analyze and Strategize Change Leaders need critical-thinking skills to analyze and anticipate the effects of change and respond appropriately. These related needs are why analysis and strategy are so closely linked. For instance, nurse-managers are obligated to understand billing and accreditation requirements in order to design documentation tools that proactively meet the ever-changing requirements. The implementation of ambulatory payment classifications requires that hospitals place a variety of codes on outpatient procedures and treatments eg, use of intravenous infusions, Foley catheter insertions, radiographs. In order to expedite the coding process, documentation tools must be efficient for the nurses and must facilitate accurate coding and billing. Each leader should manage in accordance with the annual business plan of his or her unit. Elements of a business plan include the following: The history of the unit, division, or organization should be included if the readers need to know the historical perspective in order to support or approve the business plan. The product or service section encompasses an overview of the service or product offered. The competition section summarizes the strengths, weaknesses, opportunities, and threats of the organization or unit. Examples of strengths are a new unit with Internet access in each private room or an operating room with robotics. A weakness may be that the physical plant is 10 years old with semiprivate rooms, whereas competitors have private rooms. The profile of opportunities includes discussion about changing demographics. The description of threats outlines new programs or services offered by competitors, regulatory changes, and new providers offering less expensive services eg, urgent care centers or outpatient surgery departments. The marketing section discusses the marketing strategy. The section on operations and management should highlight the unique operational and management aspects of the critical care unit. For example, how and where the staff delivers services and if the unit or organization is superior in its performance benchmarks when compared with other units or organizations. The section on goals and objectives includes the goals of the unit or division and the mechanisms used to measure whether the goals are reached. For example, a goal is to improve customer service as measured by customer satisfaction scores. The unit will meet the goals by participating in multiple local and national educational programs to increase staff awareness about customer service initiatives. On the basis of the results, a customer service process improvement team is chartered to assess and redesign processes to enhance services. Financial projections include the financial outcomes of the business-planning efforts. For example, the business plan includes the purchase of a new computerized documentation and order entry system. This new system reduces errors that stemmed from illegible writing and missed orders. Because of the expanded remote access, it also enhances communication with physicians and patients. The financial projection includes the cost of the new system, potential cost avoidance through the reduction of liability, and personnel reductions due to elimination of paper records. Writing a business plan is similar to the nursing process: Previous Section Next Section Creation Skills Nurse-leaders create opportunity, value, relationships, and quality for their employees, customers, and organization.

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Chapter 4 : What's the Difference Between a Nurse Manager & Nurse Leader?

Nursing is a call to leadership. By its very nature, the professional nurse role is one of leadership. Across the healthcare continuum, regardless of our role or practice setting, we are looked to as leaders.

Home Blog Ethical Issues and Solutions for Nurse Managers Ethical Issues and Solutions for Nurse Managers Articles Master of Science in Nursing Every day, nurse managers tackle an array of responsibilities – from staff leadership, patient care, and budgeting to record keeping, hiring and training – that come with a host of ethical dilemmas. Ethical issues happen when choices need to be made, the answers may not be clear and the options are not ideal. The result could be declines in the quality of patient care, problematic clinical relationships, and moral distress, which is defined as knowing the right thing to do but not being allowed or able to do it. Nurse managers, in particular, are susceptible to ethical issues and moral distress because of their leadership and mentoring roles. Nurses and other medical staff look to managers for appropriate and ethical decisions. Before stepping into a role as a nurse manager, registered nurses RNs should understand the role ethical decision-making plays in the day-to-day work. The coursework not only covers the fundamentals of ethical nursing but delves deep into controversial case studies, giving students the chance to examine alternative viewpoints and develop reasoning skills. Since then, it has undergone several revisions to offset advances and changes in research, technology, law and overall challenges in nursing. The guidelines are divided into nine provisions that cover topics that include human dignity, confidentiality, moral virtue and healthcare as a right. Daily, nurse managers face a barrage of decisions and must maintain ethical fortitude to ensure the health, safety, and wellbeing of the patients and staff. Common Ethical Situations for Nurse Managers Even though nursing is a fast-paced job with new challenges daily, many nurse managers report facing similar ethical dilemmas. Exacerbating the problem is the large number of inexperienced nurses entering the field, many who have never faced healthcare-related ethical questions. Such challenges make experienced nurse managers all the more critical to daily healthcare needs nationwide. The following are some other examples of common ethical situations that nurse managers face: **Withholding Information** – Family members may want to withhold medical information from the sick to protect their emotions. However, patients have the right to know about their medical conditions. The ANA advocates for truth-telling, or veracity, as a key factor in nurse-patient relationships. **Spirituality** – Healthcare, which is science-based and results-driven, can impede on religious or personal beliefs. Some religions restrict medical interventions and lifesaving techniques. Nurses focus on providing medical care to reduce suffering, and to allow patients to concentrate on self care. For patients or their families with strong religious or spiritual convictions, the focus may be on adhering to a strict set of guidelines. **Resource Allocation** – The rising cost of healthcare is increasingly putting nurse managers at odds with budgeting constraints and patient needs. A large number of medical facilities have scarce resources which puts patients at risk for not getting the care they need. These resources range from medical equipment to healthcare staff. Research suggests nurse leaders must include staff in the budgeting process so they can better understand the needs and demands. **Beneficence** – Nurses are required to administer prescribed medicine, but patients, at the same time, can refuse them. Patient autonomy can go against medical directives, despite clearly defined needs. Patients have a right to refuse all medical care. The ANA highlights that it is important for nurses and nurse managers to understand patient backgrounds and individual circumstances to inform the patient of the medical necessity.

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Chapter 5 : Download [PDF] Management And Leadership For Nurse Managers Free Online | New Books

Introduction to Management and Leadership for Nurse Managers (third edition), by Russel E. Swansburg, RN, PhD, and Richard J. Swansburg, RN, BSN, MSCIS. Sudbury, MA, Jones and Bartlett Publishers, pages, soft cover. This book has been written to be of assistance to nurses to enable them to.

Open in a separate window 3. Today, nurse managers have to use leadership styles that are appropriate for the constantly changing and complex health care system [31]. The findings of this study suggest that nurse managers most often used visionary, coaching, affiliate, and democratic leadership styles. Commanding and isolating leadership styles were reported to be less frequently used. A previous study found affiliate and coaching leadership styles to be most common [32]. Considered as a challenge for nursing science and management, evidence-based practice could be seen as an ongoing desirable vision. A key question is how appropriate skills nurse managers have in utilising nursing research findings and translating them into practice [18]. According to earlier research findings, nurse managers wish for more time to articulate their vision [33], while nurses emphasize the importance of making the vision understandable by providing information about current issues [28]. These perceptions probably show a contradiction between the vision of the organization and the skills and resources available for its implementation. This is likely due to the fact that when nurse managers have worked longer in the organizations they have become acquainted with the strategy and vision of the organization and may have participated in creating the vision. It is important to bear in mind that especially new nurse managers need education in order to be better able to lead others toward the vision. There is a generational shift going on among nurses, and young nurses have thoughts of giving up nursing. Their experience of job satisfaction and opportunities for development is poor [6]. Older nurses have their own expectations of work. In a Swedish study, informants described that leadership works when it is built on relationships that contribute to a well-functioning work unit, promoting a positive atmosphere [34]. Trust and job satisfaction have strong links with greater commitment and intent to stay on at work [35]. If nurse managers want to advance collaboration among generations, a positive and understanding attitude is needed. The most important thing is that nurses are committed to their patients, and nurse managers are committed to supporting these nurses, despite generational differences [36]. However, it is important to remember that creating harmony does not eliminate the fact that employees sometimes feel resentment and have different opinions [32]. Continuing education of the employees is one of the features of infrastructure the magnet hospital nurse managers emphasized because nurses were not able to keep up-to-date with their profession and newest treatment and care modalities [37]. However, even though attitudes towards a coaching leadership style were positiveâ€”almost all respondents considered it to be important or very importantâ€”one in ten respondents estimated their skills and knowledge to be insufficient. Health care organizations are undergoing changes, which puts pressure on nurse managers and employees to modify and develop their work, even though it provides opportunities for doing so. At the same time, nursing science and practice are fighting to maintain their position. Therefore, nurse managers with a coaching leadership style need strength and assertiveness in times of change to be able to lead employees in an environment where they are noticed as irreplaceable partners within the organization [17]. Nurse managers need updating education to develop their own professional abilities. Moreover, they need knowledge of nursing science and practice so as to be able to manage the work unit as a whole. Nurse managers should know how to argue decisions in order to get employees to commit to their work and changes. On the other hand, nurse managers need these skills also when they discuss evidence-based nursing in connection with efficiency providing nursing care with the appropriate level of staff and effectiveness achieving desired outcomes in nursing [18]. When the organization drafts a new strategy and vision for the future, including nursing practice, the nurse manager is the key person to examine nursing and its resources. A democratic, participative leadership style allows nurses to become involved in decisions regarding patient care delivery and cooperation with other personnel groups [

37]. On the contrary, it has been noted that some nurse managers do not stand out as leaders, but as team members. However, it is important to remember that there are situations in which nurse managers have to make difficult decisions. Decision-making is facilitated by sufficient knowledge, work experience, and support from colleagues and supervisors. In the future, well-motivated, professionally developing nurses are needed in health centre wards in Finland. At the same time, nurse managers will need skills and knowledge to lead their work units in a visionary manner. Work units, employees and situations differ, and it could be said that there is no one and only correct leadership style; the same result can be achieved in many ways. The behaviour of emotionally intelligent leaders stimulates the creativity of their employees [38]. It is important to arrange enough updating education to support nurse managers in their leadership work. Limitations The questionnaire used in this study was based on the leadership styles presented by Goleman et al. The complex phenomenon of emotional intelligence in nursing leadership is under the consideration of criticism. It is essential to have profound knowledge of EI and its scientific critique when integrating the concept into nursing research [39]. On the other hand, the content of the questionnaire was evaluated by an expert panel, which consisted of nurse managers working in different types of hospital wards. The study has some limitations. In this study, the sample consisted of Finnish nurse managers; therefore, the results reflect only their perceptions of leadership styles. Conclusions Health care organizations are undergoing continuing changes, and vision should be present at all times. Employees need new skills and knowledge to be able to manage their work. At the same time, they hope that their individual needs are taken into account by the nurse managers. Nurse managers, especially new nurse managers, need more theoretic, evidence-based education to cope with these expectations and to develop their professional abilities. Health care organizations should draw up visions of nursing leadership in the future. Together with universities, they should start planning nurse manager education programmes that focus on strategic issues, leadership, job satisfaction, challenging situations in leadership, change management, work unit management e. It is important that nurse managers have peer groups and mentors for helping them to develop as managers. Preparing nurse leaders for Journal of Nursing Management. Empowerment, engagement and perceived effectiveness in nursing work environments: National Institute for Health and Welfare. International Journal of Nursing Studies. The pivotal role of the nurse manager in healthy workplaces: Critical Care Nursing Quarterly. Nursing leadership and management effects work environments. Casida J, Parker J. Staff nurse perceptions of nurse manager leadership styles and outcomes. Evaluating nursing administration instruments. Journal of Nursing Administration. Suhonen M, Paasivaara L. Shared human capital in project management: The Finnish health care system: Ministry of Social affairs and Health Terveyskeskusten perusterveydenhuollon vuodeosastohoito Official statistics in Finland, , [http:](http://) Creating infrastructure supportive of evidence-based nursing practice: Worldviews on Evidence-Based Nursing. Transformational leadership and staff retention: Harvard Business School Press; Akerjordet K, Severinsson E. Emotionally intelligent nurse leadership: Emotional intelligence in relation to nursing leadership: McCallin A, Bamford A. The impact of emotional intelligent leadership on staff nurse empowerment: Leadership styles of Finnish nurse managers and factors influencing it. Nursing Research and Practice. Burns N, Grove SK. The Practise of Nursing Research. Casida J, Pinto-Zipp G. Leadership-organizational culture relationship in nursing units of acute care hospitals. Graham IW, Jack E. A view on generational differences from a generation X leader. What constitutes effective leadership?: Leader self-reported emotional intelligence and perceived employee creativity: The state of the science of emotional intelligence related to nursing leadership: Polit D, Hungler B.

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Chapter 6 : Leadership, Management & Finance

Financial Management for Nurse Managers: Merging the Heart with the Dollar, Fourth Edition is a unique text that addresses the financial management issues faced by nurse leaders in a variety of settings, including hospitals, ambulatory/outpatient clinics, long-term care facilities, and home care.

May 15, Nurse managers are crucial to a medical establishment. They are responsible for nursing recruitment, day-to-day operations and a host of other duties at their workplace. Their presence is one of the reasons why most hospitals are functioning as smoothly as they should. Who is a nurse manager? A nurse manager directs and coordinates a team of nurses in a medical facility. These managers typically focus on nurse recruitment and retention, as well as supervise a team of nurses on a daily basis. The supervisory role means that nurse managers are responsible for everything concerning the nursing unit, including resources, personnel, patient care problems and budgetary issues. Average salaries of nurse managers in the United States As of , the United States had approximately , health and medical service manager positions, which included openings for nurse managers. In the surgical hospital and general medical industry, there were , health managers. As of November , nurse managers in the U. Nurse managers are growing in numbers each year. In fact, the number of U. Top five states where nurse manager work Nurse managers are spread across the United States. However, their presence is the highest in New York 26, , Ohio 15, , Illinois 13, , Texas 19, and California 29, Government facilities accounted for 9 percent of the total employment figures for nursing and medical managers, and home health services grabbed a 6 percent share. A nurse manager also functions as the representative of nurses and often is expected to talk to the top management on behalf of the nurses they lead. Top skills needed for effective nurse managers A nurse manager is someone who often has a multifaceted knowledge of his or her field. This expertise is why nurse managers are often in charge of planning, interacting with patients and families, and managing nurses, as well as a host of other responsibilities over the course of their day. These managers also are adept at working against a strict deadline. Thanks to this all-encompassing skill set, nurse managers are not just restricted to the medical industry but also can serve other sectors. Communication Nurse managers know how to effectively communicate with their staff and patients in addition to the doctors and administrators with whom they work closely. They are expected to be liaisons between the management and nursing teams while ensuring their patients feel comfortable. Team Player Nurse managers are accustomed to the dynamics of a team and know how to successfully support them “ even in times of conflict. In order to ensure their team is operating effectively, managers also must work to create a sense of trust and togetherness amongst their nurses and staff. By creating a maintainable bond of trust and coordination, nurses and staff will be far more likely to work without conflict. Positive Attitude The medical industry is no stranger to tense and stressful job situations. At such times, a nurse manager offers support and strength to team members, if needed. Leadership Nurse managers know how to lead a team of professionals with confidence and decisiveness, especially in times of high stress and tight deadlines. Mentoring A nurse manager is willing to mentor nurses whenever possible. If another nurse takes an interest in a nurse management role, current managers have the extraordinary opportunity to take those nurses under their wings to teach them how to successfully move up and manage a group of health care professionals. According to a survey by chiefexecutive. Sixty percent of existing business leaders believe a successful manager and leader should be receptive to changes in his or her work environment. Fifty-five percent of the respondents said strategic thinking is important. Integrity 48 percent , effective communication 40 percent and trustworthiness 38 percent were the other most important leadership skills. Because nurse manager is not much different from a business leader, it is important for current or aspiring nurse managers to acquire these necessary skills in addition to their medical training in order to thrive in their career. Add This Infographic to Your Site.

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Chapter 7 : Education | AONE

Nursing Leadership and Management Continuing Education Courses. Continuing Education courses listed in the Leadership and Management category will help you communicate more effectively, manage conflicts, delegate and evaluate the work of others, as well as help prepare you for any setting in today's healthcare marketplace.

In most books in the nursing field, there is a considerable amount of focus given to management and very little given to leadership. But we must remember that, unlike management skills, leadership is not necessarily tied to a position. Everyone has the potential to be a leader, and nurses have the responsibility to be leaders in their organizations. Differences between leadership and management John Gardner, one of the noted experts in the field of leadership and a prolific author, has outlined nine tasks of leadership that help distinguish it from management. Pointing others in the right direction in helping the group deal with the tension between long- and short-term goals Affirming values: Regenerating and revitalizing the beliefs, values, purposes, and vision shared by members of the group, and challenging the values held by some Motivating: Unlocking or channeling motives that exist within members of the group, having and promoting positive attitudes, being creative, and encouraging others to be excited about the future and how they can be a part of it Managing: Planning, setting priorities, making decisions, facilitating change, and keeping the system functioning, all in an effort to move the group toward its agreed goals and vision Achieving a workable unity: Establishing trust and striving toward cohesion and mutual tolerance while managing conflict Explaining: Helping others understand what the vision is, why they are being asked to do certain things, and how they relate to the larger picture Serving as a symbol: Speaking and acting for or on behalf of the group and being an advocate for the group Renewing: Blending continuity and change, and breaking routines, habits, fixed attitudes, perceptions, assumptions, and unwritten rules Leadership is an art Leadership is more of an art than a science. Whereas management is often thought of as a science in which a series of logical steps can be followed to implement whatever the role demands, leaders differ from managers in a variety of ways. Leaders are active in formulating goals and objectives for the people who work for them. They look for a better way to do things. In management, many goals are established by other people and carried out by the managers within the organization. Leaders will act to develop new and fresh approaches to problems that may exist within the organization. Leaders are never satisfied with the status quo. Managers work to accomplish the tasks and usually will continue to do whatever is necessary to get the job done without taking on too much risk or moving forward. Leaders are concerned with relationship building. They promote the people who work for them, help them develop, and move forward. Managers assign people; focus on personnel issues; and focus on how the events get done, how they occur, and how are they accomplished. It is important to emphasize that a person can be a leader without being in a position of authority. And, as healthcare professionals, every one of us must remember that, because we all have the potential to provide leadership at some point in our life. For more information on this book, click here.

Chapter 8 : The Roles of a Nurse Manager: Leading the nursing profession into the future

Management Style: Five Leadership Types for Nurse Leaders There are many identified styles of leadership, and Servant Leadership is one that has grown in popularity in the last few years.

Chapter 9 : Ethical Issues and Solutions for Nurse Managers

Nurse leaders need to be supported in an effort to retain nurses given ongoing workforce issues and to ensure high-quality patient care," researchers said in the "Leadership skills for nursing unit managers to decrease intention to leave" study.