

OUTCOMES

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MARCH



2020 13th National DNP Conference Tampa, FL
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David G. Campbell-O'Dell
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What Makes Great Leadership in Nursing?



Amber Nowlin
MSN Ed., RN
 EKU, DNP Student

A nursing facility that is successful for patients and staff is dependent upon a strong leadership structure. Simply directing someone or having charge does not ensure progression towards greatness, so what makes a great nursing leader? The American Association of Colleges of Nursing (AACN), DNP Essential II, states that leadership is crucial for an infrastructure, in terms of progressing and embracing change (American Association of Colleges of Nursing, 2006). “Start with Why” by Simon Sinek seeks to answer the burning question about what makes a great and effective leader. (Sinek, 2017). The purpose of this paper is to answer the question in the context of a book review.

In 2009, Simon Sinek began a movement stating that the most sought-after characteristic of a leader was having insight as to what motivates. His book centers on leaders, such as Steve Jobs, the Wright Brothers, Martin Luther King, Jr and Adolf Hitler, seeking similarities in leadership characteristics. It was here that Sinek realized the skill first lesson, and that was the importance of the passion behind the actions, or the “why.” When a leader has a clear view of why something is important, emotions become involved in the equation. Human emotions are a complicated topic, seemingly able to outweigh reason in many decisions made. When a people join for a common cause, they feel a sense of belonging, which can be powerful (Sinek, 2017).

The second lesson purposed by Sinek is that the best businesses are built by excited employees. When people are passionate and emotional regarding the end goal, the more effort is given. If employees are willing to go above and beyond, the work and loyalty derived is invaluable. It is recommended that when searching for employees to fit this description, not to search for the ones who may not have achieved the highest grades, but instead for those who share the same views. Acquiring employees with like-minded goals and motivation originate from the leader sharing their why and inspiring in this manner (Sinek, 2017).

Lastly, when a leader communicates the reasons behind his or her actions, the need for manipulation or other tactics is not required. Many companies use manipulation tactics resulting in the achievement of short-term goals, but the overall trust and loyalty from the consumer to the company suffers. When the “why” is clearly communicated between the leader and employees, then from the company to consumer, the public begins to believe in the company as a whole and a confidence is developed. This confidence and trust then lead to increased employee morale and the company can grow and thrive (Sinek, 2017).

In conclusion, one can see the importance of communicating the real reason behind actions when attempting to inspire and lead. Inspiration plays on emotions and this is an extremely strong proponent to actions. When a leader is seen fighting for beliefs and emotional for a cause, this can motivate employees and consumers alike. When this is achieved, great outcomes are likely to occur, allowing business and a company morale to flourish. All of these elements make for great leadership in nursing.

References

- American Association of Colleges of Nursing. (2006). *DNP Essentials*. Retrieved from <https://www.aacnursing.org/DNP/DNP-Essentials>.
- Sinek, S. 2017. *Start with why: How great leaders inspire everyone to take action*. New York. Penguin Publisher.



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Review: *The Making of a Manager*



Jainarine Ramlochan
 MSN, FCN, RN-BC
 ECU DNP Student

The book, *The Making of a Manager: What to Do When Everyone Looks to You* was written by Julie Zhuo, a rookie manager who at age twenty-five had to learn on the quick in Silicon Valley. The values shared in the book were learned often, the hard way. Zhuo integrates cutting-edge analysis of how organizations work and engages the reader with real-life, inspiring examples. As a student of a Doctor of Nursing (DNP) program, there is a great deal of valuable information that is beneficial and is referenced teamworking, stewardships, building trust, vision for the future, looking past awkwardness in hiring someone. Essential VI: Interprofessional Collaboration for Improving Patient and Population Health Outcomes talks about the various levels in a health care environment that depends on the contributions of skilled and knowledgeable individuals from multiple professions (American Association of Colleges of Nursing [AACN], 2006). This book brings these examples to life. The premise of the book is that Zhuo shares examples of experiences of the path to becoming a manager with having no previous experiences of a manager. Starting a job as a first-time manager with the Facebook designing team was not much help in executing the full expectations of a manager (Zhuo, 2019). Zhuo described the perception of a manager's role as conducting meetings all day and reporting the outcomes to superior executives, monitoring the performance of direct reports to see which employees should be on the team, the ones that should be fired, and the ones that should be promoted (Zhuo, 2019). She describes the normality of having fears and doubts and figuring out ways to overcome those fears and doubts that includes building teams that work well together,

supporting members of the teams to reach career goals, and create processes to get work done smoothly and efficiently (Zhuo, 2019). She ultimately summarizes that the role of the manager is to get better outcomes from a group of people working together (Zhuo, 2019). Zhuo noted that as a previous manager of Product at Facebook that 50 % of being an effective manager is the results of the team, and the other half involves the strength of the team (Zhuo, 2019). In short, there are multiple lessons for DNP graduates and students to take cues from.

One of the many challenges of Julie as a new manager was saying “no” to someone. Additional challenges included countless conversations and imagined bad scenarios, questioning if the decision to be a manager is even the right thing to do (Zhuo, 2019). Zhuo held on to the belief that great managers are made and not born. The book focuses on creating great and confident managers, mainly those with no formal training (Zhuo, 2019). The leadership and managerial styles that are discussed in the book correlates with the expectations of DNP graduates to have preparation in methods of effective team leadership and play a central role in establishing interprofessional teams, participate in teamwork, and assuming leadership of the team when appropriate (AACN, 2006). It is expected that interprofessional teams function in a highly collaborative fashion and have leadership and management styles that are effective in high performance (AACM, 2006).

Zhuo states the managers' role should be very specific, with outlines that are clearly defined on how success is measured. Leadership is a set of skills that guides, influences, inspires, and motivates others to engage in the vision of the future (Zhuo, 2019). These skills align with the expectation enlisted the DNP essentials. The DNP graduate prepared for an Advanced Practice Nurse (APN) role must demonstrate practice expertise, specialized knowledge, expand responsibility and accountability in the care, and management of individuals and families (AACN, 2006). Graduates from the DNP program are expected to demonstrate refined assessment skills and base practice on the application of biophysical, psychosocial, behavioral, sociopolitical, cultural, economic, and nursing science as appropriate in their area of specialization

In sum, the book includes information that is simple to read and understand, with references and examples written in layman's term. The book focuses on individuals with no formal training heading to the path of becoming successful managers. The author speaks about personal struggles and accomplishments towards becoming one of the greatest managers. One of the most important aspects of managing, according to Zhuo, is to build and maintain relationships that are based on trust. The author mentions that the hallmark of trusting relationships is when people feel that they can share their mistakes, challenges, and fears without being ridiculed. The making of a manager is an excellent guide to transition into management whether one already has experience or just received a promotion without prior experiences. It is a must-read for the aspiring or current DNP leader.

References:

- Zhuo, J. (2019). *The making of a manager: what to do when everyone looks to you*. NY, NY: Portfolio/Penguin.
 American Association of Colleges of Nursing [AACN]. (2006). The essentials of doctoral education for advanced nursing practice. *American Association of Colleges of Nursing*. Retrieved from <https://www.aacnursing.org/Portals/42/Publications/DNPEssentials.pdf>



If I Only Knew Then



Patrice Little
DNP, FNP-BC
Editor-In-Chief at
NP Student Magazine

If I only knew then that using your doctoral degree is just as important as obtaining it.

Two years ago, I presented my scholarly project to the Doctor of Nursing Practice (DNP) committee feeling relieved because the hard part was over. At the time, academia was the obvious route for my career path as well as publications to disseminate my outcomes. If I only knew then that using your doctoral degree is just as important as obtaining it, I would have explored all the avenues. In general, we know this claim to be true about degrees. But, what else can one do with a doctoral degree?

First, obtaining a doctoral degree in nursing is less about morphing into a scholar and more about professional evolution. Unfortunately, many nurses who pursue this route become frustrated with not knowing how to communicate the benefits of this degree to those who may not understand its value. The opposition some have encountered from their colleagues may not be hate but maybe a cry to understand the nonmonetary benefits of a terminal degree.

Second, obtaining a doctoral degree grants one access to experiences in addition to knowledge. For instance, as a doctoral student, Dr. Kimbro focused his research on wealth and poverty in the Black community. His work sparked the interest of Napoleon Hill's Foundation. Hill authored *Think and Grow Rich*, a book that contained the secret of success from the wealthiest Americans in the 1930s. Fast forward to the 1980s, Dr. Kimbro was asked to complete Hill's manuscript for the black audience. For over 30 years, Dr. Kimbro has challenged the thinking of all racial and socioeconomic groups in his book *Think and Grow Rich: The Black Choice*.

I met Dr. Kimbra last spring and here's what I learned:

1. Your scholarly project [thesis] is your book. Your work positions you as an expert for more than scholarly publications but textbooks, self-help books, courses, advocacy, board appointments, and speaking engagements.
2. Think global. Why limit your expertise to your area code or nation? Consider developing relationships with other advanced practice nurses overseas. Find out how you can serve them in evolving as we have in the United States.
3. Consider consulting work in nonacademic areas outside of the field such as a healthcare correspondent in the media. Again, your expertise positions you for unique opportunities.
4. Explore entrepreneurship This does not mean that a doctoral degree is required to be an expert or pursue entrepreneurial activities. However, the increasing desire to solve problems stimulates many to pursue entrepreneurial opportunities. It is also important to mention that you may not have to leave your full-time job to pursue entrepreneurial opportunities. Many advanced practice nurses have multiple streams of income.

Above all, the feeling that you have to have permission to pursue anything dissipates when you pursue a doctoral track. You develop the courage to take on any task, have the wisdom on how to approach it, and the tenacity to complete it. With graduation just around the corner, what do you plan to do with your doctoral degree?

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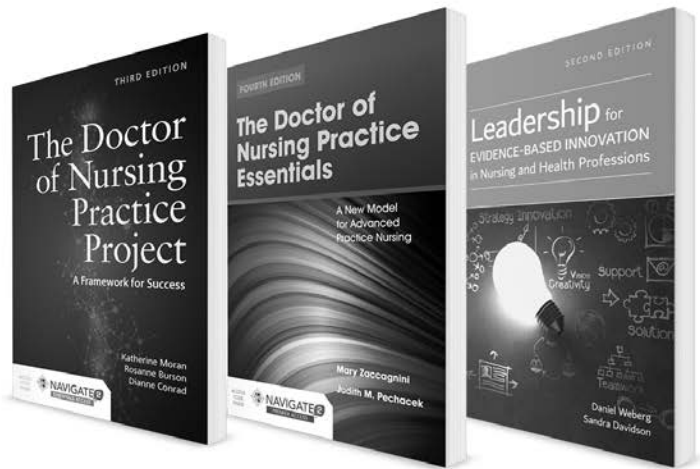
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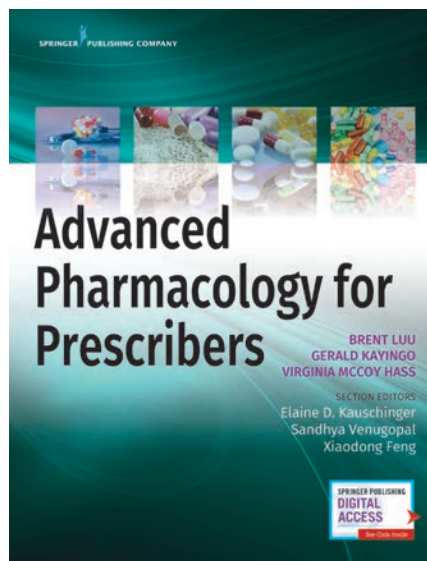
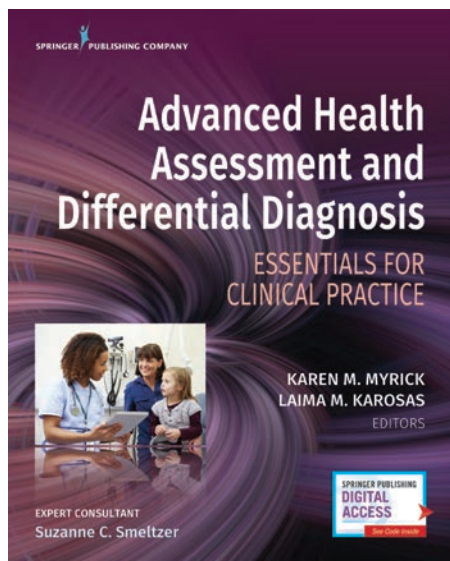
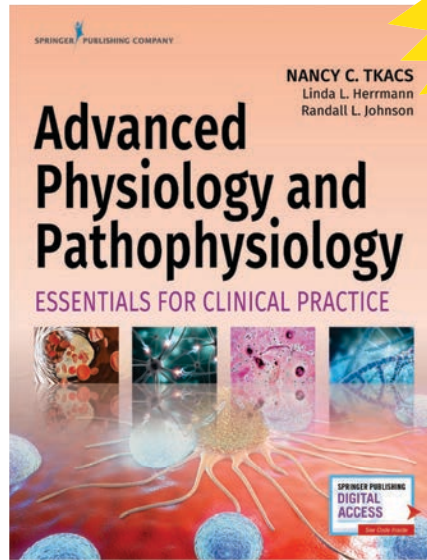
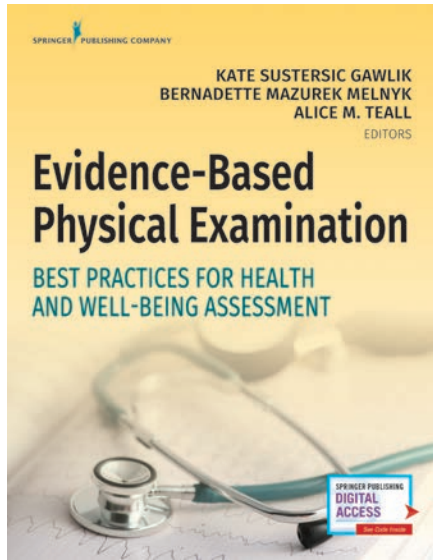
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We offer a salute to [San Jose State University](#) and [Purdue University Global](#) for joining the Dissemination Team. They have made a commitment to supporting their students in sharing the scholarly practice work of their DNP graduates. Their investment provides a \$5 discount for all students that upload their completed projects to the DNP Repository.

DNP Repository Featured Scholars

The contributions and posting of doctoral projects in the DNP repository continue to reflect the skills and talents of DNP prepared colleagues. Here's a sample of what can be found in the [DNP Doctoral Project Repository](#):

[Optimizing Heart Failure Guideline Directed Medical Therapy In Cardiology](#) by Jeffrey Caneda Tinapay, DNP, APRN, FNP-BC, a graduate of Touro University Nevada.

[Efficacy Of Post-Discharge Interventions On Preventing Hospital Readmissions In Stroke Patients](#) by Monica R. Vickery, DNP, CCM, ACM, RN-BC, NEA-BC, CENP, a graduate of the University of New Mexico.

[Motivational Approach To Improve Adherence To Phosphorus Management In Adults Undergoing Outpatient Hemodialysis](#) by Ian A. Villanueva, DNP, FNP, RN, a graduate of Bradley University.

[Improving Obesity Management In Primary Care](#) by Jeffrey M Waddell, DNP, ARNP, FNP-C, a graduate of Pittsburg State University.

The Doctoral Project Repository is an archive of curated documents. This archive is not peer-reviewed and does not replace or presume any publication effort. Each listing is owned by the individual that uploads the completed academic scholarly practice project. This service allows you to share ideas and work products into both the scholarly and consumer communities.

Is your doctoral project in the repository? Are colleagues and graduates of your university listed? [Click here](#) to learn more and to upload your project.



CONVERSATIONS OVERHEARD IN THE DNP ONLINE COMMUNITY

To all colleagues, please note: A new and improved DNP Online Community is being developed on the main DNP web site. The older community is on a separate site, which makes it challenging to integrate and communicate services and information. We will transition from the old to the new site over the next several months. Please sign-up for the new site's online community by clicking the Login option on the top right hand corner of www.DoctorsofNursingPractice.org.

[Is the DNP worth it? How to persevere in the DNP program, while feeling inadequate](#) Started by [Chelsea Kay Zumwalt Daum](#) in the DNP Student Concerns forum.

[The DNP may see you now... "I would rather see a physician"](#) Started by Francesca Walters in the DNP Practice Issues forum.

["Half-Doctors": A Threat to Physicians?](#) Started by Sabrina D. Baker in the DNP Practice Issues forum.

[Social Media and Nurse Practitioners](#) posted by Regina Nolting in the DNP Topics in the Media forum.

[Influence of Political Activism on Nursing Profession](#), a blog posted by Njideka Emenyi

[DNP & PhD collaboration](#) is a blog by Mary Beth Chambers is curious to know if others have found a way to integrate the skills and talents of DNP and PhD colleagues in the hospital setting.

DNP Groups of Interest: (programs have the least amount of activity in the Online Community)

[New England Organization of Doctors of Nursing Practice \(NEODNP\)](#)

[TX DNPs](#)

[Idaho DNPs](#)

[California Organization of Doctors of Nursing Practice \(CODNP\)](#)

[EVENTS! See a listing of events to support professional growth.](#)

If you have an event that supports the growth and development of nursing colleagues, please send information via an email to: info@DNPInc.org so that we may post it for others to access.



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FEBRUARY 2020 DNP, INC SURVEY RESULTS

The February 2020 Survey addressed how your scholarly practice project is disseminated. Surprisingly, only 20% of respondents have uploaded their projects to the DNP Inc. repository. What are your thoughts on these findings?

Question 1: My DNP scholarly practice project has been disseminated in a peer-reviewed publication.

40% very much to absolutely, 60% somewhat to not at all

Question 2: The end product of my DNP program is archived in a system managed by the university or college.

70% very much to absolutely, 30% somewhat to not at all

Question 3: My DNP scholarly project has been uploaded to a repository service outside of the college system.

40% very much to absolutely, 60% somewhat to not at all

Question 4: The scholarly project I completed can be accessed by anyone that has an interest.

80% very much to absolutely, 20% somewhat to not at all

Question 5: My DNP scholarly practice project is uploaded to the DNP Inc. website.

20% very much to absolutely, 80% somewhat to not at all

Do these findings reflect your experience and point of view?

Click [HERE](#) to take the March 2020 Survey



ORGANIZATIONAL UPDATE

The wait is over, but the work continues regarding the upgrade of the DNP Inc. web site. New features, a smoother and quicker operation, and additional services are in place and planned for the future. One of the biggest transitions will be from the old (existing NING) online community to the new community that is better integrated with the overall web site. This transition will take several months.

Please go to www.DoctorsofNursingPractice and login or sign up. After completing this process and answering the questions at the end, we will review and approve your request. This will help deter spammers.

The conference planners continue to work on the 13th National DNP Conference taking place August 5-7, 2020 in Tampa, FL. **The call for abstract is open through March 15, 2020.** The overarching theme of quality improvement is well within the wheelhouse of DNP graduates, and this conference will aim to enhance and refine our skills as varying perspectives will be shared by experts from around the country.

Please access these services offered through DNP, Inc.

- [Repository of Scholarly Practice Projects](#)
- [Dissemination Team to promote DNP scholarly and practice](#)
- [DNP University Program Listing](#)
- [OUTCOMES Monthly electronic newsletter](#)
- [DNP Inc. Foundation: Grants and Scholarships to expand and implement projects](#)
- [Valuable Links](#)
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- [Continuing Education \(in development\)](#)
- [DNP Online Community](#)

Best wishes to all,
David Campbell-O'Dell, DNP

Useful Links

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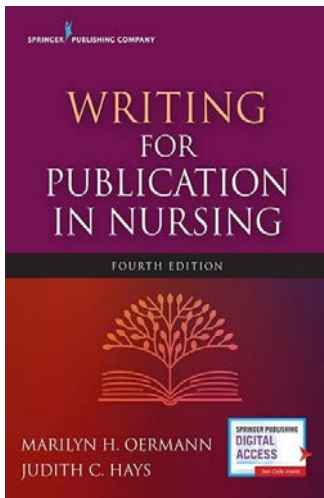
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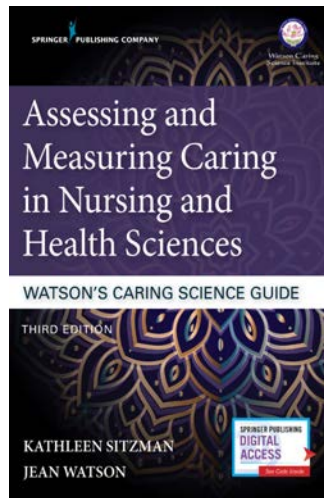
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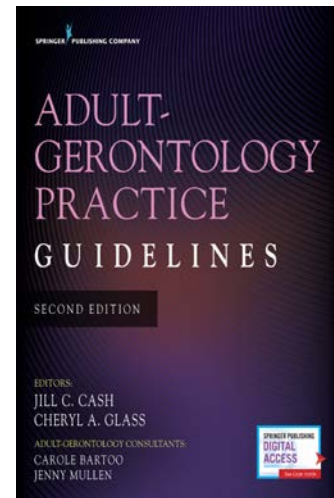
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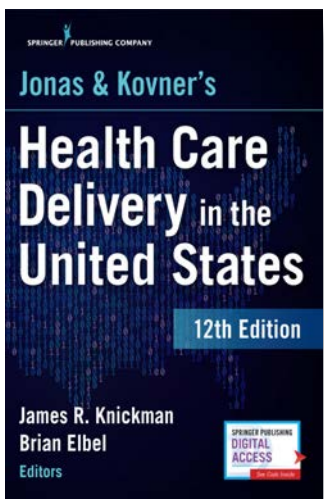
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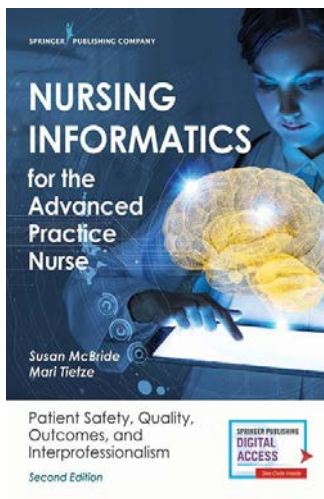
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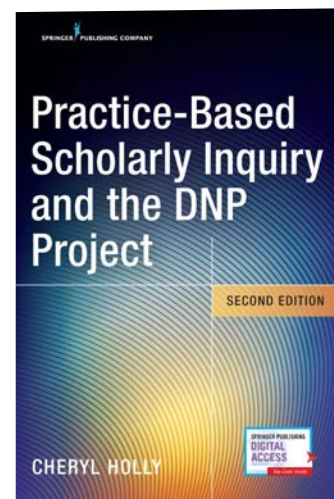
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Systematic Review (SR) as a Doctor of Nursing Practice Project



Sunday Olaode
DNP, RN, ACHE
Rutgers School
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I started my DNP degree journey with a review of DNP essentials and a DNP question development tool to focus on the development of a clinical question for the project. The question guided me in identifying an observed clinical problem; stating why it is important; the current practice; identify of gaps in current practice; impact on the individual population, setting, current knowledge; and how this project will change clinical practice. I chose a clinical question that was focused on electronic health records and continued to tweak my PICOT(S) question as I progressed into the program. The “S” of my PICOTS fell through due to some circumstances, hence, became apparent that I would require the systematic review methodology for my DNP project after taking a 3-credit course in the comprehensive systematic review at the Northeast Institute for Evidence Synthesis and Translation (NEST) Center of Excellence, Rutgers School of Nursing, a collaborating center with the International Joanna Briggs Institute (Rutgers School of Nursing, n.d.).

Systematic reviews are protocol driven (to ensure scientific rigor and to minimize bias), with clearly stated objectives, pre-defined eligibility criteria, reproducible methodology, strategic systematic search that attempts to identify studies that met the predetermined criteria, assessment of the validity of the findings of the included studies, systematic presentation, and synthesis, of the characteristics and findings of the included studies (Pearson, Weeks, & Stern, 2011).

The need for systematic review was due to emphasis and the call for the use of evidence-based practice, because clinicians can no longer rely only on clinical experience to deliver quality clinical care, increasing complexity of health care delivery and health care needs, delay in incorporating new knowledge into clinical practice, explosion in the availability of new knowledge and stakeholders pressure and change in the focus and strategies in health care delivery system (White, Dudley-Brown, & Terhaar, 2016).

SR place emphasis on reducing bias, increasing validity and credibility through the rigor of research established critique, appraisal and applying a level of evidence, and transferability. SR could be quantitative (meta-analysis), qualitative (meta-synthesis) or comprehensive mixed method by combining multiple findings and addressing multiple forms of evidence. SRs require teamwork, interprofessional collaboration, a librarian that receives special training in a strategic and comprehensive search of literature more rigorous and have stronger evidence especially systematic review that is from high-quality randomized control trials pooling findings together to produce stronger evidence.

However, some argue that SRs are not original research because of its reliance on secondary data, others argue that SRs does not teach students the rigors that are inherent in primary research, and some says it takes longer time to complete within the time frame allotted for DNP degree. To others, SRs are too rigorous and complex to be undertaken as DNP project.

It is my opinion that SRs should be promoted and encouraged in postgraduate nursing education especially for Doctor of Nursing Practice degrees because clinicians should be trained and prepared to work in interdisciplinary or interprofessional collaborations, have enhanced problem-solving and critical thinking skills. SRs do not require a lengthy review by the institutional review board, are cost-effective to clinicians, valuable time can be saved and spend on other challenges rather than looking at individual primary evidence for guidance in clinical decisions by using clinical guidelines, SRs also provides guidance which is verifiable, can be updated as new knowledge becomes available.

2020 Thirteenth National Doctors of Nursing Practice Conference:



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Program Description

The **Mission** of the HCCH/OBFH Fellowship is to expand the knowledge of new nurse practitioners through in-depth educational experiences in Community Health Care settings that will result in competence and job satisfaction as well as increased access to health and wellness care for the homeless and other vulnerable populations.

The salaried NP Fellows will spend 60% or more of their time in mentored primary care practices with underserved patients. The remainder of the Fellows time will be spent in a variety of activities learning about meeting the needs of homeless and other vulnerable populations.

Quick Facts:

Location: Orlando, FL

Program Length: 12 months

of FNPs accepted: three per year

Admission Requirements: Graduate of an accredited NP program with national board certification as a Family NP and FL license (or license eligibility); stated interest in a career in primary care with underserved populations

Application Process Open: February 15, 2020 to April 30, 2020

Program Start Date: July 6, 2020

Interested? Contact: Josie Weiss, PhD, FNP-BC, FAANP, Program Director:

Phone: 407-428-5751 ext. 1314 or 863-447-0119 **Email:** JWeiss@hcnetwork.org