

News Briefs

Take our daughters to work day

Corporate America will once again open its doors to millions of girls for the 10th anniversary of Take Our Daughters To Work® Day. Approximately 3 in 10 U.S. companies are expected to participate on April 25, 2002.

"Since 1993, companies have given girls the chance to see women trading stocks, drafting legislation and leading companies. These experiences help broaden girls' horizons as they start to envision themselves as anything from scientists to senators," said Marie C. Wilson, president of the Ms. Foundation for Women.

Sixty percent of girls say participation increased their interest in education and 57 percent say their participation influenced their decision to go to college or professional school. Seventy-six percent of girls say the program increased their confidence to succeed. For more information, visit www.takeourdaughtersstowork.org.

National survey of registered nurses

In 1980, 26 percent of RNs were under the age of 30, but by 2000, less than 10 percent were under age 30. The 7th National Survey of Registered Nurses, conducted in 2000 and released February 2002, presents current statistics on registered nurses in the United States. Visit <http://bhpr.hrsa.gov/healthworkforce/rnsurvey> or call 301.443.6315.

Get your online continuing education here

Too busy to attend a conference? Need to renew your license? Turn to the Honor Society of Nursing, Sigma Theta Tau International's Online Case Studies for Nursing! Visit www.nursingsociety.org and click on "education" for details.

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Honor Society of Nursing Sigma Theta Tau International

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Evidence-based practice improves clinical outcomes

Health care professionals are on a continuous quest to improve patient treatment, which often requires staff and other resources to be committed to exploring new methods of treatment and care.

One way to improve treatment outcomes

is by using theory-derived, research-based information and applying it to decision-making about care delivery.

With the constraints faced by today's health care system, nursing needs to be accountable for certain outcomes in patient

care, according to Jan Bingle, RN, MS, chief nursing officer at Community Health Network in Indianapolis, Ind. Those outcomes include patient satisfaction, prevention of adverse effects, good pain management and good nutrition.

Bingle was a member of one of the first federally funded projects that looked at the utilization of research in practice. The Conduct and Utilization of Research in Nursing (CURN) grant was funded in 1975 by the Division of Nursing of the federal Health Resources and Services Administration Bureau of Health Professions.

"The experience changed the way I looked at practice and the need for practice to be evidence-based," said Bingle, who represents the National Association of Clinical Nurse Specialists on the Honor Society of Nursing, Sigma Theta Tau International's evidence-based task force.

"We want to make clear to nurses what evidence-based practice is, and get out in front of our constituents to explain the need for evidence-based practice in our work," Bingle said.

The University of Rochester Medical Center in Rochester, N.Y., is an example of evidence-based practice in action. The medical center has several studies in varying stages of progress that are designed to improve patient outcomes.

A current study at the medical center

EVIDENCE-BASED PRACTICE... PAGE 3

Mentoring inspires next generation of leaders

Robin had Batman. Watson had Holmes. But who can the next generation of nurses look up to? For most nurses, the answer is right in front of their eyes: their managers, co-workers and friends.

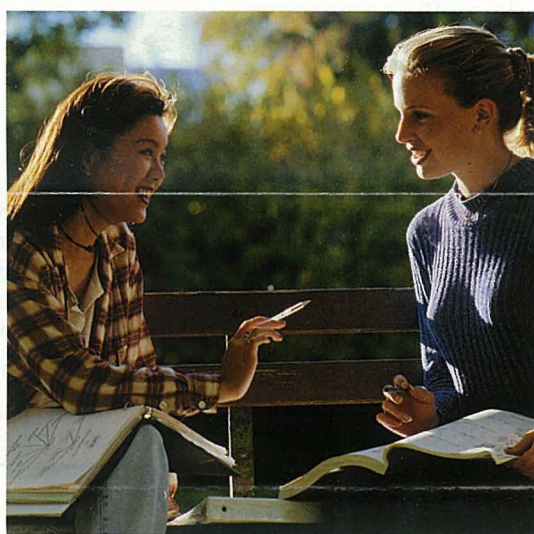
Whether it occurs formally in a classroom or seminar or informally over a cup of coffee, mentoring enriches both the senior staffer and the junior health care novice. Mentoring builds bridges, improves communication, unleashes creativity, reduces frustration, and enhances patient care and caregiver career opportunities.

"There are enough role models out there, but I don't think people see how important it is," said Cindy Balkstra, RN, C, MS, a pulmonary clinical nurse specialist at St. Joseph's/Candler Health System in Savannah, Ga. Balkstra believes nurses need to rely on each other for their personal and professional development.

To expand her professional and leadership skills, Balkstra participated in the Honor Society of Nursing, Sigma Theta Tau International's mentorship program, the Chiron Mentor-Fellow Forum, in 2001. (See sidebar story.) Working with her mentor, Dr. Marianne Matzo, Balkstra developed end-of-life directives for pulmonary patients.

Mentoring is something that should happen every day, not just inside formal mentorship programs such as Chiron, Balkstra said. "Nurses need to realize, once you get to a certain point in your career, it's part of your role to look back and see who else you can grow," she said.

Balkstra has several mentors, both in and outside of nursing. "They help me be more



specific, and they help me when my creativity is a little low," she said.

Mentoring is about giving, as well as taking. "You should look behind to see who needs help to grow, as well as look ahead to see what opportunities are there for you," Balkstra said.

Kathleen Sanford, RN, DBA, FACHE, agrees that mentoring is something every nurse does. As vice president of nursing services at Harrison Hospital in Bremerton, Wash., and administrator at Harrison Silverdale Hospital in Silverdale, Wash., Sanford sees her job as being a leader, as well as a manager. A leader, she says, "is someone who inspires people to be the best they can be."

"I think mentorship is something that, if you have a management job, you owe it to

...NEXT GENERATION PAGE 4

Chiron program provides individualized leadership development

The society's International Leadership Institute offers members opportunities to help develop and advance themselves as exceptional health care leaders. One of the institute's core programs is the Chiron Mentor-Fellow Forum, a 12-month individualized program for nurses who want to develop skills in specific leadership areas. The program allows these nurses to be guided by experienced mentors.

Active society members can participate in the Chiron Mentor-Fellow Forum as a fellow, senior fellow or mentor. Fellows usually are in the early stages of their careers, while senior fellows are nurses with expertise who would like to pursue a new leadership area or further develop an area. Fellows are paired with nurse mentors who are well known for their leadership and who can help the fellows achieve their goals. Project areas can include practice, scholarship and health policy.

The 2002 Chiron fellows and mentors launched their year with a January retreat in Indianapolis. Each fellow has a leadership plan including goals with a worldwide impact.

The 2002 Chiron fellow-mentor pairs include:

Meiqiong Yan, RN, MSN, professor and
CHIRON PROGRAM... PAGE 4



Sigma Theta Tau International

Honor Society of Nursing

Johnson & Johnson launches campaign to reduce nursing shortage

Johnson & Johnson has launched a \$20 million multi-year campaign to attract more people to nursing in hospitals and extended care facilities.

The campaign was developed with the input of national nursing organizations, including the Honor Society of Nursing, and complements the existing Nurses for a Healthier Tomorrow campaign, in which the society also is involved.

"Throughout Johnson & Johnson's history as a major provider of products and services to hospitals, we have always had a special affinity for the

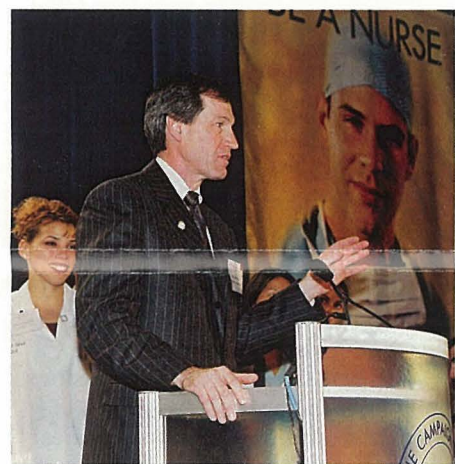


Photo by T. J. Klein

James T. Lenahan, vice chairman of Johnson & Johnson's board of directors, kicks off the Campaign for Nursing's Future in Washington, D.C.

nursing profession," said James T. Lenahan, vice chairman of Johnson & Johnson's board of directors. "Nursing professionals are the essential link between 'high-tech' and 'high-touch' and we are determined to help stimulate wider interest in this challenging and rewarding career field."

Called "The Campaign for Nursing's Future," the initiative includes:

Television advertisements

Two television advertisements, "I'm a Nurse" and "They Dare to Care," are now airing in network prime time and on local stations in key markets, celebrating nurses and their contributions. They feature nurses from the New York metropolitan area and were filmed in hospitals there.

Web site

A new Web site about the benefits of a nursing career, www.discovernursing.com, contains a searchable database of more than 1,000 nursing education programs and hundreds of scholarships nationwide. With direct links to other nursing sites, including the society's Web site, Johnson & Johnson's Web site serves as a gateway to the nation's nursing schools and nursing organizations. The site also profiles dozens of nurses and nursing students and provides detailed descriptions of numerous nursing specialties and career paths.

Scholarship, grant and fundraising commitments

"The Campaign for Nursing's Future" includes scholarship funds for students and nursing faculty and a multi-city fundraising campaign with hospitals, nursing organizations and hospital associations. The National Student Nurses' Association Foundation and the National League for Nursing Foundation will administer scholarship grants for nursing students and prospective nursing faculty. Special events in major cities across the country will honor nursing excellence and raise additional money to build the scholarship fund. Other Johnson & Johnson nursing education programs,

including those for nursing executives, nurse managers and school nurses, will continue.

Recruitment tools

Johnson & Johnson will distribute recruitment tools to 20,000 high school guidance counselors, 1,500 school nurses, nursing school recruiters, nursing organizations and others across the country. The tools include a new nursing career video, brochure and posters promoting nursing careers.

The campaign's future activities will address other areas affecting the nursing profession, including ways to retain nurses in hospitals.

Johnson & Johnson developed the campaign after reviewing research on the nursing shortage and conferring with experts, including nursing organizations, nursing schools, hospitals and other health care groups.

The company enlisted an advisory group of nursing leaders to help develop the campaign and help direct its future efforts. Two members of the advisory panel are society President May L. Wykle, RN, PhD, FAAN, and society Chief Executive Officer Nancy Dickenson-Hazard, RN, MSN, FAAN.

Johnson & Johnson launched the campaign on February 5 with a reception at Union Station in Washington, D.C. Attended by health care industry executives, nursing association leaders, nursing school deans and health care policy makers, the reception featured speeches by U.S. Health and Human Services Secretary Tommy Thompson, U.S. Rep. Lois Capps and U.S. Senator Tim Hutchinson.



Photo by T. J. Klein

Society President May L. Wykle answers questions during the press conference in New York City.

On February 6, Johnson & Johnson hosted a press conference in New York to announce the campaign to the media. Wykle was a featured speaker at the press conference. Immediately following the press conference, Wykle and Dickenson-Hazard participated in a satellite media tour to promote "The Campaign for Nursing's Future." They were interviewed by television stations across the country.

"This is something that many of us care a lot about, and it was great to be chosen as one of the people to share the launch with the media," Dickenson-Hazard said. "As nurses, we all have a responsibility to take an active part in ensuring there are enough of us to provide adequate care for patients nationwide."

Johnson & Johnson, with approximately 101,800 employees, is the world's most comprehensive and broadly based manufacturer of health care products and a provider of related services for the consumer, pharmaceutical and professional markets. Johnson & Johnson has more than 190 around the world, selling products in more than 175 countries. ■

National poll shows most Americans are worried about nursing shortage

Vanderbilt University study provides key insights on perceptions and fears

Americans are intensely aware of the national nursing shortage and believe it is a serious problem, according to a national poll released by the Vanderbilt University Medical Center's School of Nursing and Center for Health Services Research in Nashville, Tenn.

The poll confirms that a vast majority of Americans are concerned about the impact the nursing shortage may have on their personal health and quality of patient care in the United States. It also confirms that Americans overwhelmingly trust, respect and admire nurses and would encourage relatives and friends to consider a career in nursing. However, a general lack of knowledge of the nursing profession and the opportunities it offers remains a significant barrier to nursing recruitment efforts.

"We found three in four Americans believe the nursing shortage is a serious health care problem, and people believe it will negatively impact the quality of care they get in the nation's hospitals," said Dr. Peter Buerhaus, associate dean of nursing at Vanderbilt, Honor Society of Nursing board member and a leading researcher on the nursing shortage.

The study shows that:

- 81 percent of Americans recognize that there is a nursing shortage and 65 percent believe the shortage is either a major problem or a crisis.
- 93 percent agree (80 percent strongly agree) that the nursing shortage jeopardizes the quality of health care in the United States. Seniors, aged 55 and older, are particularly sensitive to the shortage's impact on the quality of the health care system.
- 75 percent are concerned that the nursing shortage could impact their individual health care, and 65 percent of younger Americans (aged 18 to 34) experience anxiety over the shortage.

Other key findings of the survey include:

- 95 percent of Americans find nurses' opinions on health matters to be credible and overwhelmingly trust, respect and admire nurses.
- 97 percent view nurses and the nursing profession favorably (76 percent very favorably), and 91 percent say nurses play a critical role in the health care system.
- Although 83 percent of Americans, including 78 percent of men, would encourage a loved one to enter the nursing profession, only 21 percent

would consider nursing as a career for themselves.

- Only one male in 10 would consider nursing as a career.
- 91 percent said they would view it positively (74 percent very positively) if a family member or close friend told them they were considering a nursing career.

The care that nurses offer patients is the main reason Americans have considered a career in nursing. Thirty-four percent of those who have considered nursing as a career say the primary reason is because nurses care about people and want to help others.

Most Americans are unaware that nursing offers career opportunities outside patient care—such as research or hospital management. Many Americans have only a cursory knowledge of the differences among types of nursing professionals, such as licensed practical nurses, registered nurses and nurse practitioners. In addition, Americans much more strongly associate nurses with engaging in activities providing care, such as critical end-of-life care (74 percent), than they do with functions such as working in laboratories (35 percent), conducting research (32 percent), and writing and revising hospital and clinic policies (30 percent).

Most Americans have little or no idea about how much money nurses earn, and there is little recognition that nursing salaries are competitive with those of other professions.

According to the researchers, interest in nursing will likely increase significantly once the American public is made aware of the opportunities the profession offers. Already 21 percent say that they have at least once considered a career in nursing.

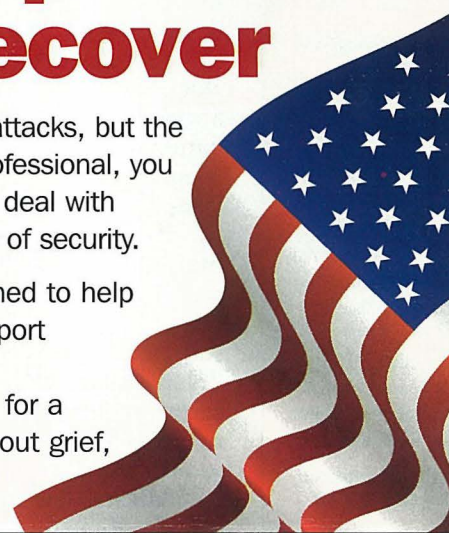
"The biggest problem is that people are unaware of the array of opportunities and rewards in nursing today," Buerhaus said. "They are unaware that nursing salaries are very competitive with other professions or that nursing offers career opportunities in health research, hospital management, and family and community health care, in addition to traditional patient care. We need to get these messages out to parents, teachers, counselors and, above all, students at all levels."

Commissioned by Johnson & Johnson, the nationwide poll was conducted with telephone interviews with 1,005 Americans aged 21 and older. Penn, Schoen & Berland Associates, Inc. of Washington, D.C., conducted the poll. ■

Nurses help America recover

Time has passed since the terrorist attacks, but the hurt is still very real. As a nursing professional, you are on the front lines helping people deal with the loss of a loved one, job or sense of security.

America in Grief is a Web site designed to help busy nurses provide exceptional support and information to the public. Visit www.nursingsociety.org/grief.html for a hub of essential online resources about grief, mental health and children's needs.



New survey provides insight into nursing

Nurse leaders and hospitals are developing recruitment and retention strategies to address nursing vacancy rates and turnover impacting hospitals across the country, according to a January survey by the American Organization of Nurse Executives (AONE).

While the nurse workforce shortage has received increasing attention, this research was designed to establish valid estimates and benchmarks so that solutions and policy formation will be based on reliable information. One key finding was that national RN vacancy rates for specific departments/functions ranged from 14.6 percent for critical care to 6.5 percent for nurse managers.

The study found that hospitals are developing a variety of solutions to stem this growing nurse workforce shortage trend. For example, 54 percent of all respondent facilities have

agreements with schools of nursing to provide clinical training to more than 25 basic RN nursing students per year. Eighty-one percent of respondent facilities hired at least one newly graduated RN in 2000. Nurse executives stated that the most effective recruitment and retention methods included increased and competitive salaries, educational opportunities, improvements in staff satisfaction and input, bonuses, and flexible scheduling.

The study was conducted for the organization by The HSM Group, Ltd., a Scottsdale, Ariz., health care market research and consulting firm. Nurse executives representing 693 different acute care hospitals completed the survey based on 2000 data.

These statistics can be found in the *Acute Care Hospital Survey of RN Vacancy and Turnover Rates in 2000*. For more information, visit www.aone.org.

EVIDENCE-BASED PRACTICE... FROM PAGE 1 involves testing whether purple grape juice can reduce nausea and vomiting in cancer patients undergoing chemotherapy. The study came about after a patient told oncology nurses that she had been drinking purple grape juice and thought it helped lessen treatment side effects. The oncology unit secured a local winery to donate purple grape juice to patients suffering from nausea and vomiting. All but one or two patients reported good results, which prompted the medical center to look at the issue more closely.

As director of clinical nursing research and professor of nursing at the University of Rochester Medical Center, Gail Ingersoll, RN, EdD, FAAN, FNAP, became involved to see if there is any basis to the claim. A literature review revealed that flavonoids have positive effects on the body, and purple grapes have a high concentration of flavonoids.

Flavonoids also have anti-inflammatory effects, help relax smooth muscles and have the potential to reduce tumor growth. Ingersoll and her team believe purple grape juice helps reduce the inflammation of the stomach wall and upper intestine, leading to less irritation and potential for impulses that produce nausea and vomiting. The team also believes that the smooth muscle relaxant potential of the flavonoids may help reduce hyper-excitability of the stomach.

To undertake a complete study on the effects of purple grape juice on chemotherapy-induced nausea and vomiting, the University of Rochester Medical Center secured Welch Foods Inc., manufacturer of Welch's Grape Juice, to partially fund the study.

Welch Foods will provide the oncology unit with 100-percent purple grape juice and a 10-percent grape juice placebo that looks and tastes like the test sample.

"We will be able to do a true randomized, controlled clinical trial to compare the effects of purple grape juice on the effects of nausea

and vomiting from chemotherapy," Ingersoll said.

Ingersoll anticipates that it will take two years to complete a true randomized, controlled clinical trial involving a full sample of 97 subjects from the medical center's oncology unit.

When doing such clinical research, involving an interdisciplinary team is important. Ingersoll recommends thinking broadly in terms of disciplines, including social workers and pharmacists.

"An interdisciplinary team helps increase the likelihood that practice changes will occur based on your findings," she said. "You also need administrative support to get the resources and help in getting the research project underway."

Ingersoll believes it helps to have advanced practice nurses involved in the research because they've been exposed to the research process.

"Advanced practice nurses are excellent for reviewing literature, identifying clinical questions and identifying how to use the research that's available," Ingersoll said.

She also recommends having a doctorally prepared research nurse on site, or having a close association with a school of nursing that has doctorally prepared faculty with expertise in research design and methods.

It's important to not use research before it's ready to be utilized, Bingle stressed.

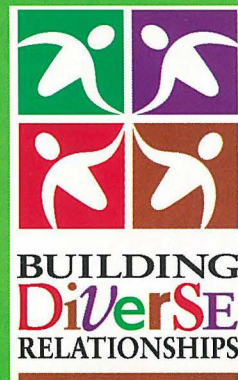
"Be sure you are evaluating the outcomes. You need to have a report card as you make decisions about nursing care to measure patient outcomes," she said.

Nurses face challenges in putting evidence-based practice to work. Nurses at larger medical centers with access to a lot of academic resources have a greater chance to enlist evidence-based practice, Bingle said. Community Health Network is so evidence-based because of its strong affinity for the clinical nurse specialist role in being responsible for research utilization.

As nurses continue to look for ways to improve patient treatment programs and care, they need to look at consequences of care associated with good nursing practices. Continuing advancements in the field of nursing will continue to require clinical evidence to support those good nursing practices.

Celebrate diversity

A call to action for Nurses Week



By May L. Wykle

Imagine a world where everyone and everything is the same. We'd all work the same job, have the same beliefs, experience the same things and look the same. How boring it would be!

Fortunately, ours is a diverse world—a mosaic of colors, traditions, values and talents. Each of us brings uniqueness to every relationship and situation.

The nursing profession offers a wide range of opportunities to engage and interact with other professionals who have rich backgrounds and who represent a complex labyrinth of cultural mores, health care organizations and people.

Nurses are the very thread that actively stitch and hold this patchwork of diversity together. Through this process, lives are changed, careers are made, the sick are healed and health is promoted.

It's so easy to take all of this for granted, but I suggest that as Nurses Week approaches (May 6-12) we all take time to reflect on how fortunate we are to be part of a cadre of diverse professionals who are committed to improving the health and welfare of individuals worldwide.

Florence Nightingale, the founder of modern nursing, provides testimony to nursing's mission of service to humanity and the power of diversity. She pioneered the art and science of nursing and influenced public health policy. She made significant contributions to the military health care system and hospital reform. She spearheaded the use of social statistics and their graphical representation and used statistics to demonstrate how death rates decreased when the spread of infection across populations was controlled through proper sanitation. Her leadership and knowledge helped lead to the establishment of the Red Cross in Geneva in 1864, and many of her recommendations were incorporated into the basic guiding principles of this international organization.

She didn't do all this alone, of course. Nightingale collaborated with individuals and organizations to achieve her vision. Ostensibly, her power and ability to affect change came through inclusion of diverse opinions, approaches and needs, while keeping a steady and firm hand on her goals for nursing.

Nurses Week culminates each year on Nightingale's birthday. What a fitting reminder to us of her contributions and the responsibility we have as nurses to do everything we can to advance our profession for the benefit of those in our care. We strive to find ways to employ our uniqueness in support of this common goal. We embrace diversity and reach out to our colleagues at other health care organizations and to those with differing backgrounds and perspectives. Doing this will enrich the experience for all and will ultimately give cause for continued celebration.

So celebrate nursing's diversity. Plan activities during Nurses Week that foster collaboration and instill pride. At the Honor Society of Nursing, we will pay tribute to the sacrifices nurses and other health care professionals made on and after the September 11 attacks by dedicating a special garden and park bench on our headquarters property in Indianapolis. This garden will flourish as a reminder of how the health care community can indeed rally around a common cause, tragic or otherwise, to serve the greater good.

Of course there are many other ways to celebrate Nurses Week. For example, coordinate a non-health-care-related community service project that would provide nurses with an opportunity to strengthen relations with their colleagues in a different environment. Dust off your society pin and wear it proudly or write a personal note to a nurse who has made a significant impact in your career.

Whatever you decide, use Nurses Week as a platform for reflection and growth. Make Nurses Week meaningful and memorable, and above all take the opportunity to soak in the richness of this noble profession and the diverse perspectives it shares.

May L. Wykle, RN, PhD, FAAN, is president of the Honor Society of Nursing, Sigma Theta Tau International and dean and Florence Cellar Professor of Gerontological Nursing at the Frances Payne Bolton School of Nursing, Case Western Reserve University in Cleveland, Ohio.



CHIRON PROGRAM... FROM PAGE 1

duty director at Zhongshan Hospital of Fudan University in Shanghai, China, and member of Pi Alpha Chapter, is working with Patricia Messmer, RN, C, PhD, FAAN, to implement evidence-based practice in her hospital. Both Phi Alpha and Beta Tau chapters assisted in the funding of Yan's experience.

Linda Mueller, RN, MS, clinical nurse specialist at the Virginia Commonwealth University (VCU) Health System, wants to actualize evidence-based practice into her clinical setting. She is mentored by Katherine Davis, RN, MN, CCM, Cm, magnet hospital director at VCU. Mueller and Davis are members of Gamma Omega Chapter.

Ilana Chertok, RN, BSN, BA, IBCLC, CE, lactation specialist in Yeroham, Israel, is a member of Gamma Phi Chapter and a doctoral student at Ben-Gurion University. Chertok wants to implement the nurse research role in the Israeli health care system and to raise the current level of nursing through evidence-based practice. Her mentor is Barbara Medoff-Cooper, RN, BSN, MS, PhD, FAAN, professor and director, Center for Nursing Research at the University of Pennsylvania, and member of Xi Chapter.

Olga Riklikiene, RN, BSN, head nurse, Kaunas Medical University Hospital, Lithuania, is a member of Mu Chi Chapter. Riklikiene's fellowship will focus on implementing quality control into her hospital's ophthalmology care. Riklikiene's mentor is Meridean Maas, RN, PhD, FAAN, Sally Mathis Hartwig Professor of Gerontology Nursing Research and chair of adult and gerontologic nursing at the University of Iowa College of Nursing and member of Gamma Chapter.

Sara Campbell, RN, DNS, CNAA, BC, associate professor and associate dean, Mennonite College of Nursing at Illinois State University, would like to build partnerships between the college of nursing and its community to meet identified needs. Her mentor is Angela Barron McBride, RN, PhD, FAAN, distinguished professor and dean, Indiana University School of Nursing, and member of Alpha Chapter.

Future fellows and mentors are encouraged to identify potential partners and apply as a pair to the 2003 Chiron Mentor-Fellow Forum before the August 30, 2002 deadline. For more information, visit the society's Web site at www.nursingsociety.org or contact Carol Paddock at 888.634.7575 or carol2@stti.iupui.edu. ■

...NEXT GENERATION FROM PAGE 1

every single person in the organization," she said.

Sanford seeks to inspire her employees to do as well as they can. When new managers come to her organization, she meets with them to discuss their roles in the organization. She shares her philosophy of nursing management, which includes how to treat patients and how nurses should treat themselves and each other. Sanford says she tells her managers that it's OK to make mistakes.

Honest discussion is key to mentoring, but it's not the most important thing. "Being a mentor means being able to listen," Sanford said. Mentors should ask these questions of those they are mentoring:

- What do you want out of your career?
- Where do you want to be in two, five or 10 years?
- How can I help you get there?
- What classes would help you achieve your goals?

Only when a mentor has listened to the subject, Sanford says, should he or she make suggestions for career advancement or enrichment.

Leaders should apply this lesson to everyone in the organization, not just those who actively seek mentoring, Sanford says. "I see it as a responsibility of leaders to mentor everyone they have a leadership position with."

Theresa Carroll, RN, PhD, professor and associate dean for academic affairs for the School of Nursing at the University of Texas Health Science Center at Houston, adds another ingredient to a successful mentoring relationship: confidentiality. "Relations between the mentor and the person being mentored have to be 100 percent confidential," she said.

Carroll is careful to note, however, that most leadership develop-

ment takes place outside formal mentoring programs. "Informal experiences can be as profound in the development of leadership as anything," she said.

Carroll recently completed a study of what skills and attributes women leaders need to succeed in the 21st century. Through surveys and interviews with female leaders, including nurses, in the Houston area, Carroll identified six components of leadership:

- Personal integrity
- Strategic vision and action orientation
- Team building and communication skills
- Management and technical competency
- People skills, such as networking and working collaboratively
- Personal survival skills, such as political sensitivity and candor

These basic values should be instilled in young leaders, both in formal mentoring programs and in everyday life. "Everyone understands a leader needs to be truthful and be credible and have a degree of integrity. But it has to be explicit," she said.

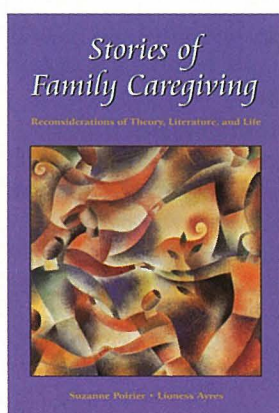
Carroll's advice to up-and-coming leaders is equally straightforward: "You have to clarify your own value system and understand why things are important to you." Then, she says, it's a matter of acting in a manner consistent with one's values.

Consistency of word and action, she says, builds credibility and demonstrates positive values to younger people.

With proper leadership, Carroll sees a bright future for nursing. She describes her students as "bright, energetic, able people that can take over the profession just fine. I have no reservations about the future of nursing." ■

Stories of Family Caregiving: Reconsiderations of Theory, Literature, and Life

This book is an interdisciplinary exploration of the experiences of women and men who provide long-term, life-sustaining care to family members. It takes a narrative approach to the subject through stories from fiction, autobiography and interviews with the family caregivers. The stories explore their experiences in all their contradictions, hopes and fears. Authored by Suzanne Poirier, PhD, and Lioness Ayres, RN, PhD. Now available.



"Through autobiographies, this book affords an excellent exploration of the practical implications of caregiving that can be applied across professional boundaries for groups such as nurses, social workers or gerontologists. I highly recommend this book to all involved in family caregiving."

Roberta R. Greene, MSW, PhD
Indiana University School of Social Work
Author of *Social Work with the Aged and Their Families* and *Human Behavior: A Diversity Framework*.

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- Excellence in Clinical Practice
- Mentoring inspires next generation of leaders
- Chiron program provides individualized leadership development
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