
Contents

Foreword: Joanne Disch *xxi*
Preface *xxiii*

PART ONE: AN INVITATION TO OUR READERS

Introduction: The Invitation **3**
Phyllis Beck Kritek

1. Beginning the Journey 5
Mairead Hickey

PART TWO: CREATING THE CONDITIONS FOR CHANGE

2. Finding and Defining the Good 21
Mary Lou Etheredge and M. Patricia Gibbons

3. Creating a Healthy Work Environment 31
*Angelleen Peters-Lewis, Mary Lou Etheredge, Joan M. Vitello-Cicciu,
Mary Lou Moore, and Nancy Hickey*

4. Strengthening the Practice of Nursing 39
Eloise Balasco Cathcart and Katie Gallagher Fillipon

**5. Ensuring the Voice of the Nurse: Designing, Developing, and Implementing a
Committee Structure 47**
*Barbara Bauman, Ellen Liston, Anne Bane, Denise Goldsmith, Ann Furey,
and Diane R. Lancaster*

6. The Center for Nursing Excellence: Setting the Table 57
Laura Mylott, Patrice K. Nicholas, and M. Patricia Gibbons

7. The Center for Nursing Excellence: Initiatives and Innovations 65
*Patrice K. Nicholas, Laura Mylott, Katherine Gregory, Mary Lou Etheredge,
Angelleen Peters-Lewis, Leo Buckley, Jr., Ellen Bergeron, Julianne Nee, Janice Little,
Laurie Cairns, Ileana Jimenez-Garcia, Maria Teresa Panizales, and Dorothy Bradley*

8. Beyond Regulatory Compliance: Our Quality Journey 75
Diane R. Lancaster and Carolyn Hayes

PART THREE: FROM PRINCIPLES TO PROJECTS, PROGRAMS, AND PRACTICES

Section A. Institution-Wide Change

9. The Standards, Policies, and Procedures Steering Committee:
Notes From the Field 85
Barbara Bauman, Cindy Jodoin, and Sharon Swan
10. Change Through Narrative 101
 - 10.1 The Nurse Manager Narrative Project 101
Eloise Balasco Cathcart, Miriam Greenspan, and Miriam Trainer
 - 10.2 Navigating Change Through a Narrative 108
Pearl Cunningham and Phyllis Bailey
 - 10.3 Growing Up Brigham 114
Katie Fillipon and Marsha Milone
11. Change Through Clinical Experts: The APN Role and Impact 123
 - 11.1 The Psychiatric Nursing Resource Service: Building an Infrastructure for Practice and Modeling the APN Role 123
Barbara E. Lakatos, Monique T. Mitchell, and Mary Lou Etheredge
 - 11.2 Shifting From Crisis to Care: Outcomes of a Psychiatric Nursing Resource Service 134
Barbara E. Lakatos, Amy L. Kenefick, Monique Mitchell, Mary Lou Etheredge, and Laura Mylott
 - 11.3 Advanced Practice Nurse in Action 143
Leslie DeLisle
 - 11.4 A Leadership Perspective on Improving the Care of Delirious Patients in an Acute Care Setting 146
Kimberly A. Ternavan and Margaret Higgins
12. The Ethics of Caring 155
 - 12.1 Ethics Conversations in Real Time: The Clinical Ethics Program at BWH 155
Martha Jurchak
 - 12.2 Strengthening Moral Agency in New ICU Nurses 157
Martha Jurchak and Mary Pennington
 - 12.3 The Inquiry of Ethics Rounds 164
Martha Jurchak and Elizabeth Eagan-Bengston
 - 12.4 Alleviating Moral Distress: A Journey to Create the Most Supportive Environment 173
Cynthia Jodoin, Eileen Molina, and Katie Fillipon
13. Technological Change 179
 - 13.1 Clinical Practice as a Context for Developing Technological Competency 179
Ann Furey, Cheryl Avitabile, Anne Bane, Carol J. Luppi, Denise Goldsmith, and Laura Mylott

- 13.2 Creating a Culture of Commitment Through Collaborative Multidisciplinary, Multiprofessional Simulation Training 190
De'Ann McNamara and Michael G. Kyller
14. Change Through Synergy: Crafting Partnerships 197
- 14.1 Academic Partnerships at Brigham and Women's Hospital: Our Commitment to and Capacity for Clinical Education 197
Linda A. Evans, Hallie Greenberg, Yolanda Harmuth, Laura Mylott, and Patrice K. Nicholas
- 14.2 The Nursing Department's Vision of a Baccalaureate-Prepared Nursing Staff: Development and Implementation of an Onsite Bachelor of Science in Nursing Program 203
Linda A. Evans and Patrice K. Nicholas
- 14.3 Preventing Patients From Falling: Achieving the Vision 208
Patricia C. Dykes, Ann C. Hurley, Ronna Zaremski, and Diane L. Carroll
- 14.4 Interdisciplinary Leadership in the Oncology Service Line 215
Patricia Reid Ponte
15. Expanding Our Clinical Lens: Integrative Care 223
- 15.1 Integrative Care 223
Patricia M. Reilly and Teresa M. Buchanan
- 15.2 Implementing Alternative/Complementary Therapies for the Purpose of Stress Reduction in Nurses 230
Alice O'Brien, Heather Hogan, Santina Wilson, Mary Absi, and James Roche
- 15.3 Reiki Practice: A Comfort for Patients and Nurses 239
Suzanne Silvernail, Margaret Costello, and Sarah Thompson
- Section B. Service Area and Program Change**
16. The Development of a Critical Care Leadership Team: Where We Have Been, Where We Are Now, and Where We Are Going 243
Matthew Quin, Teresa Moore Buchanan, Catherine Paccioretti, Joyce Thomas-Browning, Kathleen M. Leone, Shaun Golden, Karen Reilly, and Karyl J. Davenport
17. Building Anew 259
Mary Lou Moore and Catherine Saniuk
18. Neuroscience as Exemplar 269
- 18.1 The Intersection of the BWH Department of Nursing Vision Statement With Nursing Theories, Theorists, and Practice 269
Vincent M. Vacca, Jr.
- 18.2 Partners in Care: Quality Improvement at Work in the Neuroscience Intensive Care Unit 277
Shaun Golden

- 19. Changing and Enhancing Nurses' Roles 285
 - 19.1 Transitioning New Nurses Into Acute Care Practice: Our Journey of Program Redesign 285
Ellen Bergeron, Dorothy Bradley, Diane M. Campbell, Miriam Greenspan, Carol J. Luppi, Mary Pennington, and Laura Mylott
 - 19.2 A Collaborative Teamwork Approach to Unit-Based Nursing Orientation 300
Christine Smith
 - 19.3 Off-Shift Nursing Administration: Shaped by a Vision 304
Judith Perron, Neha Thakkar, and Elvi Rigby

Section C. Individual Reflections on the Experience of Change

- 20. Values and Vision 309
 - 20.1 Authentic Leadership: Real-Time Application at BWH 309
Nancy Hickey and Eileen M. O'Connell
 - 20.2 True Collaboration: A Multidisciplinary Model 312
Kristin Alt Styer
- 21. Leadership Stories 315
 - 21.1 From Groupthink to Action Teams: Changing How We Solve Problems 315
Eileen Molina
 - 21.2 Choosing the Best Place to Work 320
Joan M. Vitello-Cicciu
- 22. The Nurse Educator 323
 - 22.1 The Impact of the Clinical Nurse Educator 323
Ronna E. Zaremski
 - 22.2 Nurse Engagement: Rekindling the Passion 329
Cynthia F. Loring
 - 22.3 Brigham and Women's Hospital From a Nursing Instructor's View 334
Patricia Normandin
- 23. Beyond Our Borders 339
 - 23.1 His Name Is Samuel 339
Patricia C. Powers
 - 23.2 Lessons Learned in Haiti 341
Elizabeth A. Samson
 - 23.3 The Global Health Nursing Fellowship: Beginnings 344
Patrice K. Nicholas
- 24. Why Do People Aspire to Work at Brigham and Women's Hospital? A View From Business Services 347
Leo F. Buckley, Jr.

PART IV: SUMMARY AND CONCLUSIONS: THE JOURNEY CONTINUES

25. Lessons Learned: The Journey Through the Rearview Mirror	353
<i>Phyllis Beck Kritek</i>	
26. The Journey Continues . . . Just Follow the Yellow Brick Road	357
<i>Jacqueline G. Somerville</i>	
<i>Index</i>	359