

Session: Role of Professional Nursing Associations

Speaker: Linda Cronenwett, PhD, RN, FAAN

Objectives: At the end of this session, participants will be able to:

- Describe the functions of professional associations
- Compare goals and strategies that achieve power to exert internal and external control over the profession

Outline:

I. Functions of Organizations

A. History of organizations

B. Emergence of professional associations

C. Themes across stages of development

1. Differentiation

2. Integration

3. Interdependence among units

D. Functions of professional associations

1. To seek sources of internal professional control

Goal: Challenge the individual professional to internalize the ideal of service and a sense of professional autonomy

2. To seek sources of external power and control

Goal: Protect the profession from competition, intervention, evaluation and direction by others

II. Control Strategies

A. Internal Control Strategies

1. Standards for clinical practice

2. A code of ethics for the profession

3. Delineated credentials for entry into practice
4. Delineated scope of practice
5. Advancement and dissemination of basic knowledge in the field
6. Established mechanisms for self-regulation in terms of:
 - Accountability for the knowledge base
 - Peer review of practice

B. External Control Strategies

1. Boards of examiners to validate the profession's standards in state statutes
2. Political action committees to elect candidates supportive of the profession's interests
3. Lobbyists to effect essential legislation
4. Support for collective efforts to bargain for wages, salaries, and conditions of employment

C. Difficulties in balancing various control strategies

1. Diversity in values and identities among members
2. Lack of consensus about how revenues are shared

III. Differentiation of Professional Organizations in the USA

- A. Multipurpose organizations
- B. Clinical specialty organizations
- C. Functional specialty organizations
- D. Alliances

IV. Relationships Between Development of National Nurses Associations (NNA) and Chief Nursing Officer (CNO) Positions in National Ministries of Health

- A. Role of NNAs in growth of the CNO movement
- B. Characteristics of productive CNO/NNA relationships

Session: Organizational Leadership

Speaker: Linda Cronenwett, PhD, RN, FAAN

Objectives: At the end of this session, participants will be able to:

- Compare and contrast characteristics of effective leaders in voluntary professional associations and workplace organizations
- Describe at least four characteristics of effective leaders of professional associations

I. The Practices and Commitments of Exemplary Leadership

(J. Kouzes & B. Posner, The Leadership Challenge. San Francisco: Jossey-Bass, 1995).

- A. Challenge the process
- B. Inspire a shared vision
- C. Enable others to act
- D. Model the way
- E. Encourage the heart

II. Leadership of Voluntary Professional Associations

- A. Who is the boss?
- B. Leading without coercive power
- C. Staff versus volunteer positions of leadership

III. Exemplars of Leadership

- A. Examples from group participants
- B. Identification of characteristics of effective nursing leaders

IV. Growing Leaders

- A. How leadership is nurtured for professional associations
- B. Identification of national challenges/opportunities

Session: Developing Standards of Practice

Speaker: Linda Cronenwett, PhD, RN, FAAN

Objectives: At the end of the session, participants will be able to:

- Distinguish between standards of practice and guidelines for practice
- Identify strategies for development and implementation of standards and guidelines
- Analyze the social and political contexts that influence the development of national standards of clinical practice

Outline:

- I. Standards and Guidelines
 - A. Standard: a practice that has general recognition and conformity among professionals; a model of established practice that is commonly accepted as correct; authoritative statements by which the profession describes the responsibilities for which its practitioners are accountable.
 - B. Guideline: a range of options available to assist the professional in making safe choices; an aid to the professional rather than a mechanism of protection for the public; describes a process of patient care management that has the potential of improving the quality of clinical practice; converts science-based knowledge into clinical action in a form accessible to practitioners
- II. Development and implementation of standards of practice
 - A. Purposes

Standards can serve as bases for quality assurance systems, regulatory systems, evaluation of nursing service delivery systems, certification

activities, job descriptions and performance appraisals, agency policies, procedures, and protocols, and educational offerings.

B. Challenges

C. Strategies

D. Sharing of experiences among participants from various countries

E. The U.S. model

- Standards of care
- Standards of professional performance
- Processes used to reach national consensus

III. Societal Influences on Professional Standards of Care

A. Legal systems

B. Political systems

C. Educational systems

D. Economic systems

E. Relationship of standards to nurses' national social policy statements