Building the Integrated Nursing Enterprise
Six Key Questions for Nurse Leaders

1. What's the **right scope of authority** for the senior-most nurse leader?

   - **System Nurse Executive**
     - Wholly focused on system-wide nursing strategy and practice

   - **Dual System-Facility Nurse Executive**
     - Divides time between system-wide strategy and facility leadership

   - **Facility Nurse Executive, System Nurse Council Member**
     - Focused on facility leadership, participates in CNO council governing system nursing issues

2. What’s the right **reporting structure** for nurses?

   - **System-Wide Direct Nursing Reporting Relationships**
     - All nurses within the organization report through a solid line up to the senior-most nurse leader

   - **“Gray Line” Accountability**
     - Senior nurse leaders hold dotted line relationship to nurses—but retain meaningful authority and input on performance evaluations, budgeting, hiring

3. Which nurse leaders should **work across multiple settings**?

   - **Cross-Continuum Nurse Leader**
     - Mid-level manager with mid-level authority

   - **Cross-Continuum Nurse Strategist**
     - Strategy-focused director who reports to nurse executive and delegates task execution to unit managers

   - **Cross-Continuum Nurse Consultant**
     - Boots-on-the-ground support for unit managers

4. What’s the right infrastructure for guiding patients to the **appropriate care setting**?

   - **Cross-Continuum Care Management Director**
     - Coordinates historically siloed care management efforts

   - **System-Wide Transition Management Director**
     - Coordinates existing transition projects and rationalizes future investment

   - **Care Coordination Program for Highest-Risk Patients**
     - Provides intensive, cross-continuum support to highest-risk patients

      - **Targeted Pre-hospice Education**
        - Educates patients nearing end-of-life on self-management

      - **System-Wide Transition Management Director**
        - Coordinates existing transition projects and rationalizes future investment

5. How can you ensure **interdisciplinary collaboration** across care settings?

   - **Triad Accountability Check-Ins**
     - Regular, in-person interdisciplinary meetings to review performance on shared goals

   - **Cross-Setting Goal Alignment**
     - Clear, quantifiable goals across settings for which interdisciplinary team members are accountable

6. How can you instill a **system-level perspective** among frontline nurses?

   - **Cross-Continuum Shared Governance**
     - Inpatient and outpatient nurses jointly address nursing issues in system-wide nursing council

   - **Direct System-Wide Nursing Communication**
     - System nurse leaders send weekly action-oriented emails to all nursing staff

   - **Next-Generation Nursing School Curriculum**
     - Students learn new competencies through ambulatory and community health experiences

      - **Workforce Resiliency Training**
        - Staff receive training and coping mechanisms to minimize change fatigue