

Seventh Edition

MILSTEAD'S
HEALTH POLICY
and **POLITICS**

A NURSE'S GUIDE



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and **POLITICS**
A NURSE'S GUIDE



NANCY M. SHORT, DRPH,
MBA, RN, FAAN

Associate Professor Emerita
School of Nursing
Duke University
Durham, North Carolina



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Contents

List of Exemplars	x
Preface	xi
Letter from the Founding Editor	xiii
Contributors	xv
Reviewers	xxiii

CHAPTER 1 Informing Public Policy: An Important Role for Registered Nurses.....1

Nancy M. Short

Introduction	2
The Politics of Clinical Practice	2
Policy Instruments	4
Policy as a Process	8
Public Policy, Political Determinants of Health, and Clinical Practice	9
Why You Are the Right Person to Influence Health Policy	13
Practice and Policy	17
Organizational Involvement	18
Taking Action	19
A Professional Nursing Workforce	19
Innovation in Health Care: Reform or Incrementalism?	20
Developing a More Sophisticated Political Role for Nurses	22
Working With the Political System	22
Conclusion	23

CHAPTER 2 News Literacy.....27

Cindy Vanek

Introduction	28
Bias Within the Media	28
How Do We Detect Bias?	35
Personal and Cognitive Biases	37

Bias Within Health Care 40
Strategies to Minimize Bias 44
Nursing’s Obligation to Impact Bias Within Health Policy
Development or Reform. 45
Conclusion 49

**CHAPTER 3 Problem Identification and Agenda
Setting: What Rises to a Policymaker’s Attention? 57**

Rick Mayes and Kenneth R. White

Introduction 58
Overview of Models and Dimensions 63
The Kingdon Model. 64
Importance of Contextual Dimensions 67
Target Populations and Issue Characteristics 68
Advocacy Coalition Framework 68
Path Dependency 68
Punctuated Equilibrium. 69
Litigation 71
Conclusion 71

CHAPTER 4 Policy Analysis and Design. 77

AnnMarie L. Walton

Introduction 78
The Policy Design Process 82
Research Informing the Policy Process 83
Public Opinion Informing the Policy Process. 86
The Design Issue 87
Policy Instruments (Government Tools). 89
Behavioral Dimensions 92
Conclusion 93

CHAPTER 5 Policy Enactment: Legislation and Politics. . . 97

Amy L. Anderson

With acknowledgment to the many contributions of Dr. Janice Lanier

Introduction 98
Structure of Government: Federal, State, and Local. 99
The Executive Branch 99
The Legislative Branch 102
The Judicial Branch. 102
The Legislative Process. 106

Funding Legislation: Winning a Seat at the Table 108
 Power: Who Has It? You Want It! 108
 Political Strategy 114
 Nurses Engaged in Legislative Policy Change 115
 Conclusion 116

**CHAPTER 6 Policy Implementation:
 Avoiding Policy Failure121**

Leslie Sharpe

Introduction 122
 Federal and State Policy Implementation 101 124
 Conceptual Framework 126
 Policy Implementation Research Versus
 Implementation Science 131
 Power: What Is Needed to Get Policy Implemented? 132
 Involving Nurses in Implementation 135
 Conclusion 135

CHAPTER 7 Government Response: Regulation 147

Julia L. George and Catherine Moore

Introduction 148
 Health Professions Regulation and Licensing 149
 Regulation Versus Legislation 154
 The Federal Regulatory Process 165
 Conclusion 172

**CHAPTER 8 Health Policy and Social
 Program Evaluation 177**

Anne Derouin

Introduction 178
 Evaluation Processes 180
 Challenges to Effective Policy and Program Evaluation 185
 Conclusion 191

**CHAPTER 9 The Influence of Patient Health
 Data on Health Policy 197**

Toni Hebda

Introduction 198
 Data and Electronic Resources: Their Relationship
 to Health Care 201

Big Data: Its Significance for Healthcare Delivery and Policy 201
The Relationship Between Evidence-Informed Practice
and Big Data 211
Initiatives That Support Big Data 211
Implications for RNs, APRNs, and
Other Healthcare Professionals 212
Conclusion 217

CHAPTER 10 Financing Health Care 227

Nancy M. Short

Introduction 229
Opportunity Costs and Normal Goods 230
Does More Spending Buy Us Better Health? 231
Health Insurance 232
The Individual Mandate and Penalties 238
Healthcare Entitlement Programs 239
Provider Payment Models 243
Hospitals and Outpatient Reimbursement 245
Access to Care 247
Disparities 250
Information Asymmetry in Health Care 251
Comparative Effectiveness Research
and Quality-Adjusted Life-Years 253
Bending the Healthcare Cost Curve Downward 254
Policies to Watch 255
Conclusion 257

**CHAPTER 11 The Impact of Nurse Influence
on Global Health Policy 263**

Jeri A. Milstead

Introduction 264
International Organizations 265
Globalization, Immigration, and Migration 267
Conclusion 271
Policy Exemplars Around the World 274
Chapter Discussion and Summary Activity 291

CHAPTER 12 An Insider’s Guide to Engaging in Policy Activities293
Nancy M. Short and Jeri A. Milstead

Introduction 293

Creating a Fact Sheet 293

Contacting Your Legislators 294

What to Expect When You Visit Your Policymaker 296

Preparing to Testify 297

Participating in Public Comment Periods
 (Influencing Rule Making) 299

How to Write an Op-Ed 301

Twitter as a Tool to Influence Policy and Politics 302

Growing From a Novice to an Expert in Policy and Politics 306

Wielding Parliamentary Procedures to Influence Policy 308

Money and Politics 310

For Serious Thought 312

Recommended E-Subscriptions 312

Influential Organizations Affecting Health Policy 313

Index 315

List of Exemplars

EXEMPLAR 11-1 The Impact of Nurses in the Policy Process in Italy.....274

Alessandro Stievano, PhD, MSoc, MEd, FAAN, FFMRCIS

EXEMPLAR 11-2 Panama: Persistence Pays When You Have a Goal277

Lydia Gordón de Isaacs PhD, MSN, BSN, RN

EXEMPLAR 11-3 Empowering Women in Rural Villages in Rwanda: A Sustainable Model.....278

Harriet A. Fields, EdD, RN

EXEMPLAR 11-4 Nurse Involvement in Policy Decisions Affects Public Health in Croatia.....282

Andreja Šajnić, MSN RN

EXEMPLAR 11-5 Nurse Influence in Policy Decisions in Portugal286

Miguel Padilha, PhD, RN, CRRN, PI-Tech4EduSim/CINTESIS

EXEMPLAR 11-6 Continuing Nursing Education in Albania: Evolution and Future Prospects for Health Policy288

Ippolito Notarnicola, PhD, RN

Preface

This is a contributed text for healthcare professionals who are interested in expanding the depth of their knowledge about public health policy and in becoming more sophisticated in their involvement in the political and policy processes. The scope of the content covers the whole process of making public policy within broad categories of problem identification and agenda setting, policy analysis, strategy and policy development/design, policy adoption/enactment, and implementation of policy and evaluation of the programs spawned by policy. The primary focus is at the federal and state levels, although the reader can adapt concepts to the global or local level. Content is focused on the importance of three aspects of engagement for nurses and other health professionals: health policy advocacy, health policy analysis, and health policy research.

Why a Seventh Edition?

With this seventh edition, we celebrate 22 years of serving instructors, students, health professionals and others both here in the United States and abroad. The *Seventh Edition* has an addition to the title: it is now **Milstead's Health Policy and Politics** in recognition of the founding editor of this widely used textbook, Dr. Jeri A. Milstead.

This edition introduces new authors with fresh perspectives—all of whom have a significant experiential basis for their health policy expertise. I heartily welcome Dr. Amy Anderson, Ms. Julie George, Dr. Rick Mayes, Dr. Catherine Moore, Dr. Cynthia Vanek, Dr. Annmarie Walton, and Dr. Kenneth White and delight in those who have continued as authors over the years: Dr. Leslie Sharpe, Dr. Anne Derouin, and, of course, Dr. Milstead.

New to this edition:

- A full chapter on discerning bias in resources and references as well as news and information literacy.
- New illustrations and a consistent layout to clarify key terms and ideas and to stimulate discussion via case studies.
- Sentinel references are now indicated by shading to help students comprehend the past and the trajectory of political science theories and research.

Example of shading of sentinel references:

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- Discussions of the concept of power and structural racism are new in this edition.
- A guide on how to use Twitter to influence health policy and politics.
- Significantly revised and updated chapters: Chapter 6, “Policy Implementation: Avoiding Policy Failure”; Chapter 7, “Government Response: Regulation,” and Chapter 11, “The Impact of Nurse Influence on Global Health Policy.”
- Includes updates and discussion of the 2020 elections.
- Answers for chapter discussion questions and case studies are available for instructors within the Navigate digital course materials from Jones & Bartlett Learning.

The sequence of the chapters is presented in a linear fashion, in accord with the Centers for Disease Control and Prevention's policy process model. However, readers will note immediately that the policy process in practice is not linear. The “stages” of policymaking do not just overlap, they often are inseparable. In the real world, policy problems and policy solutions frequently emerge together, rather than one after another. In defending their work, members of Congress love to repeat a quotation often (wrongfully) attributed to Otto von Bismarck: “If you like laws and sausages, you should never watch either one being made.” In other words, the legislative process, though messy and sometimes unappetizing, can produce healthy, wholesome results. For health professionals who champion evidence-based decision making, political processes that lead to health policies can be a real challenge to understand.

Letter from the Founding Editor

Perhaps you are wondering about the change in the title of the *Seventh Edition* of this book. The change is part of my succession planning. This book grew out of several coincidences (do you believe in coincidence?). When I moved in 1985 from my home state of Ohio to South Carolina to teach at Clemson University, I knew I would have to obtain a doctoral degree. At that time, there were only four PhD in nursing programs in the U.S. South, and with none in South Carolina; I had to choose a related field. Part of my former position included the role of lobbyist, and I found the whole experience fascinating. Working with legislators, lobbyists, and government officials opened my eyes to a whole new approach to nursing, although there was little focus in this area in nursing education at the time. I was fortunate to be less than 2 hours away from the University of Georgia that, at that time, had one of the top 10 programs in political science in the United States. By the time I graduated, Hilary Clinton was working to create a healthcare system at the national level and both health care and policy were at the top of the governmental agenda.

About this time, I discovered four other nurses with master's degrees in nursing who had earned PhDs in political science, and our dissertation research had been conducted on five different components of the policy process. A book was born. This theory-based, research-based textbook on health policy and nursing was the first of its kind in the profession and set a high standard for those that followed. There were very few resources for nurses at the time, and the book took root.

Over the years, authors retired or dropped off and we were fortunate to maintain our standard with new and seasoned experts and excellent writers from across the country. The original research became examples for case studies, and the political theory continued to provide a solid base for nursing practice. We moved through many editions, and the book has been sold in more than 20 countries (and on six of the seven continents!) and has become a standard in many nurse educational programs. It has been my pleasure to work with intelligent, committed, well-educated nurses and other professionals throughout the years who have shared their knowledge, expertise, and skills with readers. Their impact on the profession, on the policy process, and on the health of the nation has been awe-inspiring. They have led the way to an awakening within nursing of the power we wield and the importance of our participation beyond the bedside.

After five editions, I realized I needed to think about future versions and the leadership needed to continue the work. I canvassed the contributing authors about their interest in working with me in succession planning. Dr. Nancy Short

responded, and we arranged a face-to-face meeting. We spent a whole day getting to know each other personally, sharing our thoughts about what we wanted for the book: to educate, inspire, and motivate readers, especially graduate students and to make the connection between nurse practice, policy decisions, and politics, or the art of influence. We talked about content gaps we wanted to fill or enhance. We discussed ideas about how to keep the book alive for readers, such as including more case studies and interactive activities.

I valued Nancy's public health background and her education and experience in economics and finance and decided she would bring an expanded view to the focus of the book; she was a "good fit." We agreed that we would be co-editors and senior authors on the *Sixth Edition* and that Nancy would be the sole editor/author on the *Seventh Edition*. After 22 years of a successful textbook, the publisher decided to title the *Seventh Edition*, edited by Short, as *Milstead's Health Policy and Politics: A Nurses Guide*. I was delighted and very humbled.

I want to thank the publisher, Jones & Bartlett Learning, for their unstinting expertise and guidance. Their advice and support and the excellence of their staff have contributed immensely to the high standard of excellence, readability, and content integrity of this book. And we kept them happy by meeting their deadlines!

As always, I will put in a "plug" for the greatest group of cheerleaders anyone could ask for—my family. My four children and spouses: Kerrin (the late George) Biddle, Kevin Milstead and Gregg Peace, Joan and Nick Russell, and Sara and Steve Lott; my three grandchildren and spouses (well, George just got engaged): Sunny and Heath Nethers, George Biddle and Lindsay Lachowsky, and Matt and Cynthia Lott; and two great-grandchildren Colton and Gunner Lott. My siblings: Mary Lorane Davis, Dr. Lynne Boylan, Joe (Shirley) Boylan, and the late Jack (Nete) and Mike (Sandy) Boylan are just the best. I love you all dearly. My husband, Glenn, died at age 42 but always thought I could do anything and my late-in-life fiancé, Ed Salser, brought light into my life for three whole years. I wake up every morning and say, "I'm the luckiest woman I know."

So, *Health Policy and Politics* will continue to educate readers about the whole U.S. policy process from agenda setting to government response (usually legislation and regulation) to policy/program design, implementation, and evaluation. The book offers opportunities for research on different aspects of the policy process. We hope to excite readers and point out places in this fluid, nonlinear, "messy" process of decision-making where they can become involved actively, whether at the local, state, national, or global level. Nurses' voices must be heard—we are the largest component of the healthcare workforce globally and consistently are the most trusted among a wide range of professionals. There are so many occasions where nurse expertise can identify problems, critically think through the issues, and recommend solutions. Access to health care, health disparities, equity, discrimination and lack of diversity, cost, quality, professional scope of practice—all are issues in which nurses have a vested interest. Nurses will learn how to move from being novices to becoming more sophisticated spokespersons and patient advocates for nursing and health issues. We will continue and enhance Nightingale's legacy.

—Jeri A. Milstead

Contributors

Amy Anderson, DNP, FAAN, is an Assistant Professor in the Harris College of Nursing and Health Sciences and an Assistant Professor and Health Policy & Advocacy Lead for the School of Medicine at Texas Christian University. Dr. Anderson is a Visiting Fellow at The Heritage Foundation in Washington, D.C. and a former International Council of Nurses Global Nurse Leadership Institute Policy Program Fellow.

With an exceptional nursing career spanning 25 years, Dr. Anderson is respected as a policy fellow, thought leader, and educator. Dr. Anderson's policy contributions include providing consultation, presentations, and workshops for the AARP Future of Nursing Campaign and the American Association of Nurse Practitioners. Her signatures include a conservative case for full practice authority, Title VIII funding, and healthcare workforce legislation. One of her most notable accomplishments was shifting the strategy and messaging in West Virginia to advance HB4334.

Dr. Anderson recently served as expert counsel for the National Coronavirus Recovery Commission on COVID-19. Dr. Anderson was an inaugural member of the Global Think Tank Townhall convened by the Think Tanks & Civil Societies Program of the Lauder Institute at University of Pennsylvania working on global policy solutions to the pandemic crisis. Her op-eds have been featured on Fox Business, The Daily Signal, Real Clear Health, *The Washington Times*, and *Tribune* line.

Dr. Anderson holds a BSN and MSN from Abilene Christian University and a Doctor of Nursing Practice from Texas Tech University Health Sciences Center. She is a fellow in the American Academy of Nursing.

Anne Derouin, DNP, APRN, CPNP, FAANP, is a Clinical Professor, Duke University School of Nursing. She also holds an appointment in the Division of Community and Family Medicine at Duke. She currently serves as Assistant Dean for the MSN Program. Prior to her role as Assistant Dean, she was Lead Faculty for the PNP-Primary Care/MSN program at Duke University School of Nursing. A full-time faculty member since 2011, she is a dual-certified pediatric nurse practitioner with more than 30 years' experience in pediatric nursing. She has strong ties to the Duke and Durham communities and has completed clinical service and research projects in Africa and Central America. She received her BSN in 1989 from the University of Michigan, master's degree in nursing in 2000 and a Doctor of Nursing Practice in 2010, both from Duke University.

Dr. Derouin is on the Executive Advisory Board for the Duke–Johnson & Johnson Leadership Training program and has served as a coaching circle mentor to Duke–J&J fellows since 2013. Dr. Derouin serves as the North Carolina Advocacy Chair for the National Association of Pediatric Nurse Practitioners (NAPNAP) and currently sits on the Executive Board of Directors. Considered an adolescent clinical expert, she is active in the Society of Adolescent Health and Medicine (SAHM), the American Academy of Nurse Practitioners (AANP), and is the co-chair for the Adolescent Special Interest Group of NAPNAP. She has participated in pediatric, school-based health and advanced nursing practice advocacy efforts at the state and federal levels and has been selected for advocacy fellowships for several professional organizations, including the School-based Health Alliance (formally National Assembly of School-based Health Centers), Nurse in Washington Internship (NIWI), Shot@Life (World Health Organization’s global vaccine efforts), and as a Faculty Policy Intensive Fellow for the American Association of Colleges of Nursing (AACN).

Julia L. George, MSN, RN, FRE, has spent much of her nursing career in nursing regulation. She has 25 years of experience with the North Carolina Board of Nursing (NCBON) and has served as the Chief Executive Officer of NCBON since 2008. She holds a master’s degree in nursing from the University of North Carolina at Chapel Hill and is a fellow in the National Council of State Boards of Nursing (NCSBN) Institute of Regulatory Excellence. Ms. George has been actively involved at both the national and international levels of nursing regulation. She served for 13 years on the Board of Directors for NCSBN and served as president of NCSBN from 2018–2020. Ms. George is also the recipient of the prestigious R. Louise McManus Award, given by NCSBN for individual leadership in regulatory excellence. During her terms as President-Elect and President of NCSBN, she served as a member of the International Nurse Regulatory Collaborative (INRC). The INRC is a group of nine international nurse regulators seeking to identify commonalities, promote research and influence policy to protect the public’s health, safety, and welfare around the world.

Ms. George is known for her innovation in nursing regulation. She was instrumental in moving to a philosophy of “Just Culture,” both in North Carolina and throughout the country. She has made numerous presentations throughout the country related to Just Culture in healthcare regulation. Ms. George has frequently served as a source of education and information for the North Carolina General Assembly in matters of health policy related to nursing.

Toni Hebda, PhD, MSIS, RN-BC, CNE, is Professor of Nursing at Chamberlain College MSN online program and co-author of *The Handbook of Informatics for Nurses and Healthcare Professionals*, now in its sixth edition. She has presented internationally and nationally on nursing informatics, and has practiced as a staff nurse and nursing instructor, in addition to her work in information services. She is nationally certified in nursing informatics through the American Nurses Credentialing Center. Dr. Hebda is a member of the American Medical Informatics Association, the American Nurses Association, Sigma Theta Tau

International, the American Nursing Informatics Association, and the Healthcare Information and Management Systems Society.

Dr. Hebda earned a PhD, MSIS, and MNEd from the University of Pittsburgh, a BSN from Duquesne University, and a diploma from Washington (PA) Hospital School of Nursing. The focus of her doctoral program was on higher education. Her dissertation examined the use of computer-assisted instruction among baccalaureate programs.

Rick Mayes, PhD, is a Professor of Public Policy in the University of Richmond's Department of Political Science and chair of the Health Studies program. He is also a Professor of Nursing at the University of Virginia. He earned his PhD at the University of Virginia in 2000 and a National Institute of Mental Health postdoctoral traineeship at the U.C. Berkeley School of Public Health in 2002. From 1992–1993, he worked on Medicaid policy in the White House for George H. W. Bush, and thereafter on health insurance and Medicare policy at the AARP during the Clinton administration's healthcare reform effort of 1993–1994. He is a graduate of the University of Richmond (BA, 1991), and he has taught international public policy and global health on Semester at Sea.

His writings have appeared in numerous prominent newspapers and journals, and he is the author of several books, including *Universal Coverage: The Elusive Quest for National Health Insurance* (2005, University of Michigan Press), co-author of *Medicare Prospective Payment and the Shaping of U.S. Health Care* (2008, Johns Hopkins University Press) with Robert Berenson, MD, and co-author of *Medicating Children: ADHD and Pediatric Mental Health* (2009, Harvard University Press) with fellow University of Richmond professors Catherine Bagwell and Jennifer Erkulwater.

His most enjoyable and rewarding professional experiences have involved taking groups of University of Richmond students to Peru, the Dominican Republic, Appalachia, and Acadia National Park in Maine on healthcare research and community service trips. His classes are popular and his teaching has been recognized with several awards. In 2013, students elected him to give the university's "Last Lecture."

Jeri A. Milstead, PhD, RN, NEA-BC, FAAN, is senior nurse consultant for public policy, leadership, and education. Dr. Milstead is Professor and Dean Emerita, University of Toledo College of Nursing, where she served for 10 years, was director of graduate programs at Duquesne University for 3 years, and a faculty member at Clemson University for 10 years. She is the founding editor and senior author of *Health Policy and Politics: A Nurse's Guide* that is sold in 22 countries (and on 6 of 7 continents) and the *Handbook of Nursing Leadership: Creative Skills for a Culture of Safety*. She has invited chapters in four other current nursing textbooks, has published in national and international journals, and was editor-in-chief of *The International Nurse* from 1995 to 2006 when the publication was retired. Dr. Milstead was a policy advisor in the Washington, DC office of Sen. Daniel K. Inouye (D-HI), was president of the State Board of Nursing for South Carolina, and held leadership positions in the State Nurses Associations in Ohio, Pennsylvania, and South Carolina. She is a fellow of the

American Academy of Nursing and a member of ANA/ONA and Sigma Theta Tau International. She is board-certified as a Nurse Executive-Advanced by the American Nurses Credentialing Commission.

Dr. Milstead has been honored with the Mildred E. Newton Distinguished Educator award (OSU College of Nursing Alumni Society) and the Cornelius Leadership Congress award (the ONA's "most prestigious" award). She has been recognized as a "Local Nursing Legend" by the Medial Heritage Center at OSU and has been inducted into the Ohio Senior Citizen's Hall of Fame and the Washington Court House (Ohio) School System Academic Hall of Fame. She was named a "Transformer of Nursing and Health Care" (Ohio State University College of Nursing Alumni Association) and as a "Pioneer" in distance education and a career achievement (University of Toledo). She has also received a Creative Teaching award (Duquesne University) and two political activism awards. From 2005 through 2008, she was appointed to the Toledo–Lucas County Port Authority, where she chaired the port committee and was a member of a trade delegation to China. She has conducted research or consultation in The Netherlands, Jordan, Nicaragua, and Cuba.

Dr. Milstead holds a PhD in Political Science with majors in public policy and comparative politics from the University of Georgia, an MS and BS, cum laude, in nursing from The Ohio State University, and a diploma from Mt. Carmel Hospital School of Nursing where she is a Distinguished Alumna and current member of the Board of Trustees.

Catherine Moore, PhD, MSN, BSN, RN, is a regulatory consultant and legislative liaison with the North Carolina Board of Nursing (NCBON). A chief function of Dr. Moore's role with the NCBON is to provide consultative and educational services to members of the North Carolina General Assembly, nurses, occupational regulators, healthcare education and practice communities, and the public. A recent example of this work is the 2019 legislation which included provisions to update the North Carolina Nursing Practice Act. Dr. Moore serves as co-chair for the NCBON research committee, which focuses on conducting research to enhance public protection. She is also a current participant in the National Council of State Boards of Nursing International Center for Regulatory Scholarship.

Dr. Moore has 18 years of nursing experience with a clinical background in neonatal intensive care. Prior to her role with the NCBON, she served on the North Carolina Nurses Association's staff leadership team as the Director of Nursing Practice and Education—a role that enhanced her skills in inter-professional collaboration and the development and facilitation of liaison relationships. Dr. Moore is a strong proponent of healthcare policies that promote access to care and the safe delivery of nursing services. She has published and presented on policies that impact utilization of nurses in the delivery of health care. Her dissertation research, which explored how stakeholders for nurse practitioner full practice authority determine the appropriate time to pursue legislative changes to nurse practitioner scope of practice regulations, was awarded the Sigma Theta Tau Gamma Zeta Chapter PhD Award for Excellence. Dr. Moore's professional interests include nursing regulation, nursing workforce, healthcare safety, healthcare policy, and interprofessional collaboration.

Leslie Sharpe, DNP, FNP-BC, is a Clinical Assistant Professor at University of North Carolina-Chapel Hill (UNC-CH) School of Nursing and Lead Faculty of the FNP Program. She served as the lead provider and manager of Sylvan Community Health Center in North Carolina. Dr. Sharpe facilitated the opening and ongoing growth of this school-based community health center with the goal of increasing access to health care. She educates nurse practitioners and nurses about actively engaging in advocacy efforts related to health policy and improving the health of North Carolinians. As chairperson of the NC Nurses Association's NP Council Executive Committee from 2011–2014, she represented nurse practitioners at state legislative political events and educated legislators and other stakeholders in health care about advanced practice registered nurse issues. She currently serves as the NP PAC co-treasurer. One of her passions is serving as a mentor for NPs in the legislative and advocacy arena; as such, she facilitates a “leadership circle” of local APRNs in the NC Research Triangle. Dr. Sharpe completed her DNP at Duke University.

Nancy Munn Short, DrPH, MBA, RN, FAAN, is Associate Professor, Emerita at Duke University School of Nursing in Durham, North Carolina, where she was on the faculty from 2003 to 2020, when she retired. From 2002 to 2006 she served as an Assistant Dean at the school. Dr. Short received the School of Nursing's Distinguished Teaching Award in 2010 and the Outstanding DNP Faculty award in 2017, 2016, 2015, 2013, 2011, and 2010 (the DNP program began in 2009) for her courses on health policy, comparative international health systems, transformational leadership, and health economics. In 2009, she was recognized as an Arnold J. Kaluzny Distinguished Alumnus by the UNC-CH Gillings School of Global Public Health. Dr. Short completed a postdoctoral fellowship as a Robert Wood Johnson Foundation Health Policy Fellow from 2004 to 2007. As a part of this fellowship, in 2005, she served as a Health Legislative Aide for U.S. Senate Majority Leader, Bill Frist. With Darlene Curley, she served as co-chair of a AACN Think Tank charged with making recommendations to the board regarding improving health policy education for nurses.

Dr. Short is nationally known as an advocate for public health. She has provided consultation to the UNC Public Health Management Academy, the UNC Institute for Public Health on international issues related to distance learning, and the Johnson & Johnson Nurse Leadership Program at Duke.

She served as a member of the Durham County (North Carolina) Board of Health. In 2014, she completed a 2-year tenure on the Board of Directors of the National Association of Local Boards of Health, where she specialized in the development of performance standards for the approximately 3,000 boards of health in the United States. Under the auspices of the U.S. Department of State, she delivered leadership and quality management training to a bicomunal (Turkish and Greek) program for nurses in Cyprus.

Dr. Short earned a Doctor of Public Health degree with a major in health policy and administration at the University of North Carolina's Gillings School of Global Public Health and a Master of Business Administration and a Bachelor of Science in Nursing from Duke University.

Cindy Vanek, DNP, RN, CNAA, decided she was going to do something in the field of medicine/nursing at the age of 9 after her father experienced a prolonged illness. That decision has culminated in 42 years dedicated to the profession of nursing. Dr. Vanek earned her Bachelor and Master of Science degrees in Nursing from the University of Rochester. She began her nursing career at the University's Strong Memorial Hospital in the field of pediatric nursing and led an effort to open Strong's Pediatric Intensive Care Unit, the first PICU in upstate New York, then and now part of the Golisano Children's Hospital at the University.

In search of warmer weather, Dr. Vanek and her family moved to Florida in 1980 where she became the Chief Nursing Officer for Good Samaritan Medical Center in 1984 and, in 1997, she led a process for her hospital to sign an affiliation agreement with a leading medical center in eastern United States. The medical center chosen for that affiliation was Duke University Medical Center and led to the creation of the Helen and Harry Gray Cancer Institute at Good Samaritan Medical Center in West Palm Beach, Florida. This also commenced a 24-year relationship exemplifying dedication to excellence in nursing practice and quality patient care between Dr. Vanek and the Duke Health System.

In 1999, Dr. Vanek became a Consulting Associate faculty member for Duke University's School of Nursing (DUSON). Within that appointment, Cindy helped DUSON's distance-learning students find quality clinical placements and mentors in West Palm Beach, and later in Vero Beach, Florida. Key to her role as faculty, were monthly trips to Duke that were primarily focused on aspects of cancer services that were needed in West Palm Beach. Those services included a Patient Support Program partnering cancer survivors with recently diagnosed patients, the first cancer research clinical trials program in West Palm Beach, a cancer genetics screening program, and an education program for oncology nurses to expand their knowledge and skills preparing them to sit for the oncology nursing certification exam. During this time, Dr. Vanek watched her two sons graduate from Duke University, served on the Board of Overseers for the Duke Cancer Institute and the Board of Advisors for Duke's School of Nursing, and developed an ardent love of Duke basketball.

In 2005, Indian River Medical Center recruited Dr. Vanek to Vero Beach, Florida, as Vice President, Chief Nurse Executive, and later as Senior Vice President/Chief Operating Officer. While there, Dr. Vanek led two Duke affiliations, one with the Duke Heart Center and another with Duke's Cancer Institute. It was also during this time that Dr. Vanek's desire to teach leadership skills to others grew and she enrolled in the Doctor of Nursing Practice program concentrating on Executive Leadership at American Sentinel University. She graduated *summa cum laude* and received her DNP degree in December of 2013. Her interest in and experience with health policy developed during these years as she advocated for health services within her healthcare system, community, and state. Dr. Vanek teaches leadership courses for Duke University's School of Nursing and Southern New Hampshire University.

AnnMarie Lee Walton, PhD, MPH, RN, OCN, CHES, FAAN, is a tenure-track Assistant Professor at the Duke University School of Nursing, in Durham, North

Carolina, where she teaches health policy and population health courses. In this role, she educates future nurse leaders to value and apply their expertise in quality, safety, and the patient experience, to consider social contributors to health, and encourages them to lead improvements in health and health care in our country. Prior to becoming a faculty member, Dr. Walton worked for 13 years in inpatient hematology/oncology in roles from Clinical Nurse I through Clinical Nurse IV and co-created the first nurse manager job share in the state of North Carolina. Dr. Walton's program of research centers on understanding and minimizing occupational exposure to carcinogens. She has been a leader in developing, advocating for, and implementing a North Carolina state law focused on safer hazardous drug handling. As a result of that work, and activities with the North Carolina Future of Nursing State Action Coalition, Dr. Walton was named a Breakthrough Leader in Nursing by the Future of Nursing Campaign for Action in 2014 and honored as the Oncology Nursing Society Health Policy and Advocacy Award winner in 2016. She became a fellow in the American Academy of Nursing in 2020. Dr. Walton feels passionately about nurses understanding and then bringing their expertise in quality, safety, and the patient experience to serve on boards and commissions and has done some avocational research on nurses' engagement on boards, commissions, and in elected positions. She was a co-chair for the sustainability workgroup of the National Nurses on Boards Coalition and cofounded the North Carolina Nurses Association's Nurses on Boards 2020 Council. She frequently speaks to local and regional audiences about board service. Dr. Walton earned her PhD in nursing from the University of Utah, a postdoctoral fellowship, MPH, and BSN from the University of North Carolina at Chapel Hill, and a BS from the University of Maryland College Park.

Kenneth R. White, PhD, AGACNP, ACHPN, FACHE, FAAN, is the UVA Health Professor of Nursing Emeritus at the University of Virginia School of Nursing. He is also Sentara Healthcare Professor of Health Administration, Emeritus, and Charles P. Cardwell, Jr. Professor, Emeritus, at Virginia Commonwealth University (VCU). Dr. White is also visiting professor at the Luiss Guido Carli University in Rome, Italy.

Dr. White received a PhD in health services organization and research from VCU, an MPH in health administration from the University of Oklahoma, and an MS in nursing from VCU and a post-master's acute care nurse practitioner certificate from the University of Virginia. He has more than 40 years of experience in healthcare organizations in clinical, administrative, governance, academic, and consulting capacities. Dr. White is a registered nurse, an adult-gerontology acute care nurse practitioner, a certified palliative care nurse practitioner, and a fellow and former member of the Board of Governors of the American College of Healthcare Executives and a fellow of the American Academy of Nursing. He is also a member of the board of the American Academy of Nursing and served a 4-year term as President-Elect (2019–2021) and President (2021–2023).

He is author of five editions of *The Well-Managed Healthcare Organization*, *Thinking Forward: Six Strategies for Highly Successful Organizations*, and *Reaching Excellence in Healthcare Management; Take Charge of Your Healthcare Management*

Career: 50 Lessons That Drive Success; Boost Your Nursing Leadership Career: 50 Lessons That Drive Success; and a contributing author to the books *Human Resources in Healthcare: Managing for Success*, *Managerial Ethics in Healthcare: A New Perspective*, and *Evidence-Based Management in Healthcare* (all published by Health Administration Press). Dr. White is also a contributing author to the books *Advances in Health Care Organization Theory* (Jossey-Bass), *Peri-Anesthesia Nursing: A Critical Care Approach* (Saunders), *On the Edge: Nursing in the Age of Complexity* (Plexus), and *Introduction to Health Services* (Delmar).

Dr. White has received American College of Healthcare Executive's James A. Hamilton Award (2012), Exemplary Service Award (2011), Distinguished Service Award (2009), Edgar C. Hayhow Award (2006), and two Regent's Awards (1999 and 2010). He has also received the Virginia Nurses Association award for Virginia's Outstanding Nurse (1999), the VCU President's Award for Multicultural Enrichment, and numerous teaching awards. He is the founding chair of ACHE's LGBTQ Forum. In 2019, Dr. White received ACHE's Gold Medal Award, its highest award for contributions to leadership in health care.

Reviewers

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Jean M. Truman, DNP, RN, CNE

Lisa Young, DNP, APN, FNP-BC

