

the quality of the care nurses deliver, and that can weigh heavily at times.

### **What key piece of advice would you like to share with aspiring leaders?**

To be a great leader you need to be credible. It sounds simple enough, but knowing your stuff really is critical. This means that you take the time to research an issue fully before making a decision or expressing an opinion. It is important to be able to ask the right questions. It helps to talk less and listen more.

Being credible also means having the ability to communicate eloquently, clearly and effectively. Many great initiatives fail because the leader did not communicate clearly the goal, the purpose or the desired end. Another piece of advice to aspiring leaders would be to know themselves and never to lose sight of their passion, of what gives meaning to their life. I would also tell them to take care of themselves: It takes energy, strength and resilience to lead, and good leaders need to have a balanced life and a healthy mind, body and spirit.



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### **This issue: In Conversation with Susan VanDeVelde-Coke**

Susan VanDeVelde-Coke, RN, MA, MBA, PhD, is Executive Vice President, Programs/Chief, Health Professions and Nursing Executive, Sunnybrook Health Sciences Centre, Toronto. In this interview, Dr. Coke reflects on the state of nursing today from the perspective of a senior nurse administrator.

faculty of Nursing. They get a model that they may or may not want to emulate or see replicated. They also get experience. I sit on a lot of review boards, so I bring that kind of insider knowledge back in as another insight into research funding in Canada.

**DP: You've mentioned capacity-building and sustainability. Have there been other challenges?**

CE: Another challenge is that nursing research is often not read by others – despite the current state of on line library databases. Other professionals often will not read nursing literature. Additionally, we have limited nursing journals who publish sophisticated, high-quality research. There are probably only two of three top flight research oriented journals in nursing – this is not enough. Also, you do not see other disciplines publishing in our journals. This is also problematic; we surely publish in their journals. A major issue for me now is publishing outside the field while maintaining activity inside the field. It is more challenging to publish in high quality journals outside of nursing – and this is good for us. We all want others to read the research and cite it, because we are doing good work. This wider readership should not be only a factor of publishing external to nursing – our science should be good enough and our journals strong enough that it is just read!



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can leverage collective thinking and reduce the time-intensive burden of creating solutions in isolation. Further, I believe that there is value in seeking funding for a regional, cross-sectoral demonstration of the benefits and challenges associated with developing and deploying standardized clinical documentation. Consider the promise of standards; consider the peril of none. Is the issue worthy of worry? If so, the time for action is now.

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A graphic illustration of several hands of different skin tones reaching upwards through a grid of vertical black bars. One hand, which appears to be white, is positioned prominently in the center, reaching higher than the others. The hands are rendered in a stylized, graphic manner.

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