



Association for Leadership Science in Nursing

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**An interview with**

**Joy Parchment, PhD, RN, NEA-BC, CPDC; Assistant Professor,  
Department of Nursing Systems, College of Nursing, University of  
Central Florida**

The member spotlight this month falls on Dr. Joy Parchment who serves as an Assistant Professor in the Department of Nursing Systems, College of Nursing at the University of Central Florida (UCF). In addition to her academic responsibilities, she is a member of a nursing editorial board, a reviewer for several nursing journals, and a diversity coach. Her published work spans the areas of professional nursing practice, work environment, nurse manager role, leadership competencies, diversity, equity, and belonging, and nursing leadership science.

Dr. Parchment holds board certification as an advanced nurse executive from the American Nurses Credentialing Center (ANCC), a patient safety officer certificate from the Institute for Healthcare Improvement (IHI), a Fundamentals of Magnet® certificate through ANCC, Leadership certification from Maxwell Leadership, certification as a Virtual Presenter, Virtual Host through eSpeakers, and Diversity Coach Certification through CoachDiversity Institute.

In addition to her academic experience, Dr. Parchment has practiced in ambulatory and acute care settings with extensive system-level acute care experience leading governance activities and leadership development programs; creating structures and processes that transform nursing work cultures and driving outcomes that resulted in the attainment of Magnet® designation for two hospitals.

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Dr. Parchment serves in various leadership roles in national nursing and non-nursing professional organizations and is the recipient of awards focusing on mentoring, leadership, and service. What follows is her response to several questions thought to be of interest to the newsletter readers.

**Tell us a little about your career path, background, and interest in advancing the science of nursing leadership.**

For as long as I can remember, I have always wanted to be a nurse and perhaps that desire was birthed through my two aunts who were nurses. I witnessed their dedication and love for the profession along with how they were able to change the communities where they practiced. I observed how nursing care that is focused on preventive health, saved lives.

When I describe my career, I use one word and that is eclectic. During my tenure as a nurse, many of my colleagues would find a practice setting and stay there until.....well that was not me.

I, however, have experience in acute care, ambulatory care, academia, public health, and industry. My eclectic career path allowed me to gain an understanding of the different roles in and outside of nursing, the workflow, and how the services provided aligned to other external systems.

My interest in leadership science stems from my belief that leaders are the pivotal link for organizations attaining and surpassing their goals. Yes, there is a financial component, however, I believe the biggest responsibility of a leader is to gain the trust of their teams, advocate for them, and truly recognize them for their important work. Because if I don't trust my leader, then I won't give you my best, and of course, outcomes will decline.

**How did you hear about ALSN and what has been your experience with this organization?**

During my doctoral studies, the chair of my dissertation committee told me about the mission of CGEAN (former name) and suggested I become a member. After joining, I had the honor of getting an abstract for one of the International Conferences accepted for a podium presentation. When I looked at the list of presenters at the conference, I realized I was familiar with their names for many shaped my thinking about the practice environment and leadership. Most of all, I could not believe I was sitting in the same room with some of our profession's legends!

After finishing my doctoral studies, I volunteered to serve on the ALSN Research Committee and that is where I found additional 'like-minded' colleagues. I found the committee members welcoming, open to hearing all ideas, and dedicated to thinking differently. Looking at big issues from a different lens is vital for me. Why? Because I know the way we currently practice nursing must change if our profession is going to continue to flourish.

**How did you become interested in the study of nursing leadership?**

In the various settings where I practiced, I noticed how valuable it was to have an effective leader. I saw and experienced the huge influence of leaders. Yet in nursing, we continue to struggle with identifying leaders whose values are aligned with that of the organization, having leaders with the

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educational background to effectively lead a unit, department, or organization, and with having leaders able to use their skills to implement science into practice. This leadership development deficit piqued my interest in leadership science. What if we could give all leaders regardless of their title or role, the education and support that they need throughout their leadership journey? Could we not change the profession of nursing? I believe we could!

**One of our goals is to create a better balance between academic and practice partners. What are your ideas on how this should be accomplished?**

For as long as I can remember, we (nursing) have been discussing how to bridge the gap between academia and practice. I believe that balance is long overdue because we are not going to move nursing forward until we further integrate academia and practice.

Here are some ideas to accomplish a better balance between academia and practice in ALSN.

I read the Strategic Plan Communique that was recently released to membership. One of the identified goals is on 'marketing our uniqueness'. In my opinion, part of that uniqueness is the knowledge of leadership science that members have. What if there could be cross pollination from ALSN members to other nursing organizations. For example, the American Organization for Nursing Leadership (AONL) has the largest nursing leadership members. Though some members are in academia, others are from practice. Is there an opportunity to intentionally 'add' ALSN members to be committee chairs and or board members on some of AONL committees? That way there is 'cross-pollination' between academia and practice.

Another goal from the Strategic Plan Communique is to grow membership. When I think about growing membership, distributing membership information and invitations for conference/webinar offerings first come to mind. But my mind also goes to nurses who are currently in school or who are just starting their nursing career. For that group, it would be important for them to understand the value of ALSN. What if ALSN members who currently teach nursing leadership courses invited undergraduate and or graduate nursing leadership students to attend the international conference? Is there an opportunity to have a challenge for members and then give rewards if invitations were given and their students attended the international conference? The idea of inviting nursing leadership students is something that one of my colleagues continues to implement. Through these encounters with ALSN members, his students have received a taste of ALSN.

**What are three things about you that you would like the ALSN membership to know?**

As a born and bred Jamaican, I learned very early from my parents to challenge thoughts and ideas for the purpose of making things better. Because our belief was, anything CAN be improved. Even today, that value of determination continues. Though I am determined to improve things, I am also impatient for improvements to occur. Because the longer we wait to change how we lead and how nurses practice, more harm occurs to our workforce and our patients. I firmly believe the adoption of leadership science into the practice environment is one of the keys for improvement.

**Anything to add?**

We all know that our profession is at a crossroads. As leaders in all spheres of influence, we cannot stand idly by and allow structure, processes, and outcomes to just evolve. Improvements to benefit our nurses requires intentionality. Leadership science is the light that will guide the path forward.