

EXPRESS YOURSELF! IMPLEMENTING AN EVIDENCE-BASED INTERVENTION TO IMPROVE EFFICACY OF TRANSFORMATIONAL LEADERSHIP FOR NURSE MANAGERS



Presented by:

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DISCLOSURES

- **Author Name:** Jenna Blind, DNP, RN, CPHQ, Alumnus CCRN
- **Learner Objectives:**
 - **Objective #1:** To identify an effective framework for the development of transformational leaders
 - **Objective #2:** To identify an evidence-based intervention that improves efficacy of transformational leadership
- **Conflicts of Interest:** Author attests that no relevant financial relationship exists between themselves and any commercial supporting entity which would represent a conflict of interest or commercialize the presentation content.

PROBLEM STATEMENT AND PURPOSE

- RN Satisfaction Survey, administered via Press Ganey's National Database of Nursing Quality Indicators® **NDNQI** illustrated that the organization fell below the mean in the majority of areas pertaining to nursing administration and leadership compared to benchmarked organizations



- Magnet® re-designation phase (highest recognition for nursing excellence)
 - Transformational leadership = Key tenet of Magnet® recognition
 - *Opportunity*: To improve upon the organization's ability to integrate transformational leadership into nursing practice
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- **The purpose** was to implement an evidence-based intervention for nurse managers to improve upon efficacy of transformational leadership and measure the improvement of its application in practice

PICOT QUESTION

For nurse managers at an academic medical center, does the implementation of an expressive writing intervention increase efficacy of transformational leadership skills?

THEORETICAL FRAMEWORK

- **Theoretical framework** chosen to support the project: The Five Practices of Exemplary Leadership®
- **Foundation of the project** focused on the development of transformational leaders, this theory supported the nurse leaders' abilities to impact change, advocate, and influence those around them by *Challenging the Process*, *Inspiring a Shared Vision*, *Enabling Others to Act*, *Modeling the Way*, and *Encouraging the Heart*

- **Framework embedded into:**
 - Evidence-based intervention
 - Outcome measurement tool



PROJECT DESIGN - INTERVENTION



- Expressive writing is an **evidence-based intervention** that **promotes self-awareness, facilitates reflective practice, and improves problem-solving** as well as **encourages reflection** on critical thinking, personal experiences, and professional judgment
- The act of writing down thoughts, perceptions, and feelings while reflecting on the events of the day or a targeted experience and internal thoughts and insight
- Benefits of expressive writing also include the strategic development of leaders to become more confident in their ability to manage change and achieve goals
- Literature supports a direct correlation between participation in expressive writing and a higher level of transformational leadership self-efficacy




PROJECT DESIGN - METHODOLOGY

- **The Project Site:** Magnet® designated academic medical center offering comprehensive health care services across the spectrum of care specialties
- *A convenience sample of nurse managers* (n=18) were recruited and consented to participate in the project:
 - **Care specialties represented:** Maternal Child (5.6%), Critical Care/Emergency (11%), Medical/Surgical (27.8%), Telemetry (27.8%), and Perioperative/Procedural (27.8%)
 - **Gender:** 94% of project participants were female
 - The **age of participants** were 18-29 (5.6%), 30-39 (16.7%), 40-49 (27.8%), and 50-59 (50%)
 - 50% hold a **national certification** in their specialty area and 89% belong to a **professional nursing organization**
 - **Number of years as a nurse manager** ranged from <1 year (5.6%), 2-5 years (22.2%), 6-9 years (33%), 10-15 years (22.2%), and >15 years (16.7%)

PROJECT DESIGN - METHODOLOGY

- A single group pre-test/post-test design was used
- Evaluation Tools
 - Demographic survey data captured and evaluated via  **REDCap**
 - Expressive writing documented and timed via  **REDCap**
 - Baseline evaluation of transformational leadership efficacy evaluated via administration of the Leadership Practices Inventory[®] 360 degree assessment (LPI-360[®])

PROJECT DESIGN - METHODOLOGY

- **Project kickoff** held which included an educational offering on The Five Practices of Exemplary Leadership[®], administration of demographic survey, and demo of expressive writing intervention
- Participants completed the **LPI-360[®]** and recruited 8-12 observers to complete the LPI-360[®] (Individualized Feedback Reports distributed)
- **Expressive writing** intervention completed by participants 2x/week for 15-20 minute intervals (over 8 weeks)
-  **groupme** discussions initiated for **participant feedback**
- Collaborated with biostatistician to establish baseline **statistical analysis** of pre-intervention outcome data and developed plan for summative analysis



DATA COLLECTION- FORMATIVE AND SUMMATIVE

- Data collection procedures included pre- and post- intervention administration of LPI-360[®] to nurse managers and observers
 - 30 item, 10-point Likert scale instrument (primary evaluation tool)
- LPI-360[®] instrument was created and validated by Jim Kouzes and Barry Posner (Permission to use the instrument was granted by the authors)
- To measure an improvement in the application of effective transformational leadership skills in practice

EVALUATION- ANALYSIS

➤ Formative Evaluation #1

- A ***paired t-test*** was performed comparing the LPI-360® pre-scores between the self-assessment of the leaders and average score of their observers

➤ Formative Evaluation #2

- A ***two sample t-test*** was performed comparing the LPI-360® pre-scores and the demographic attributions

➤ Summative Evaluation

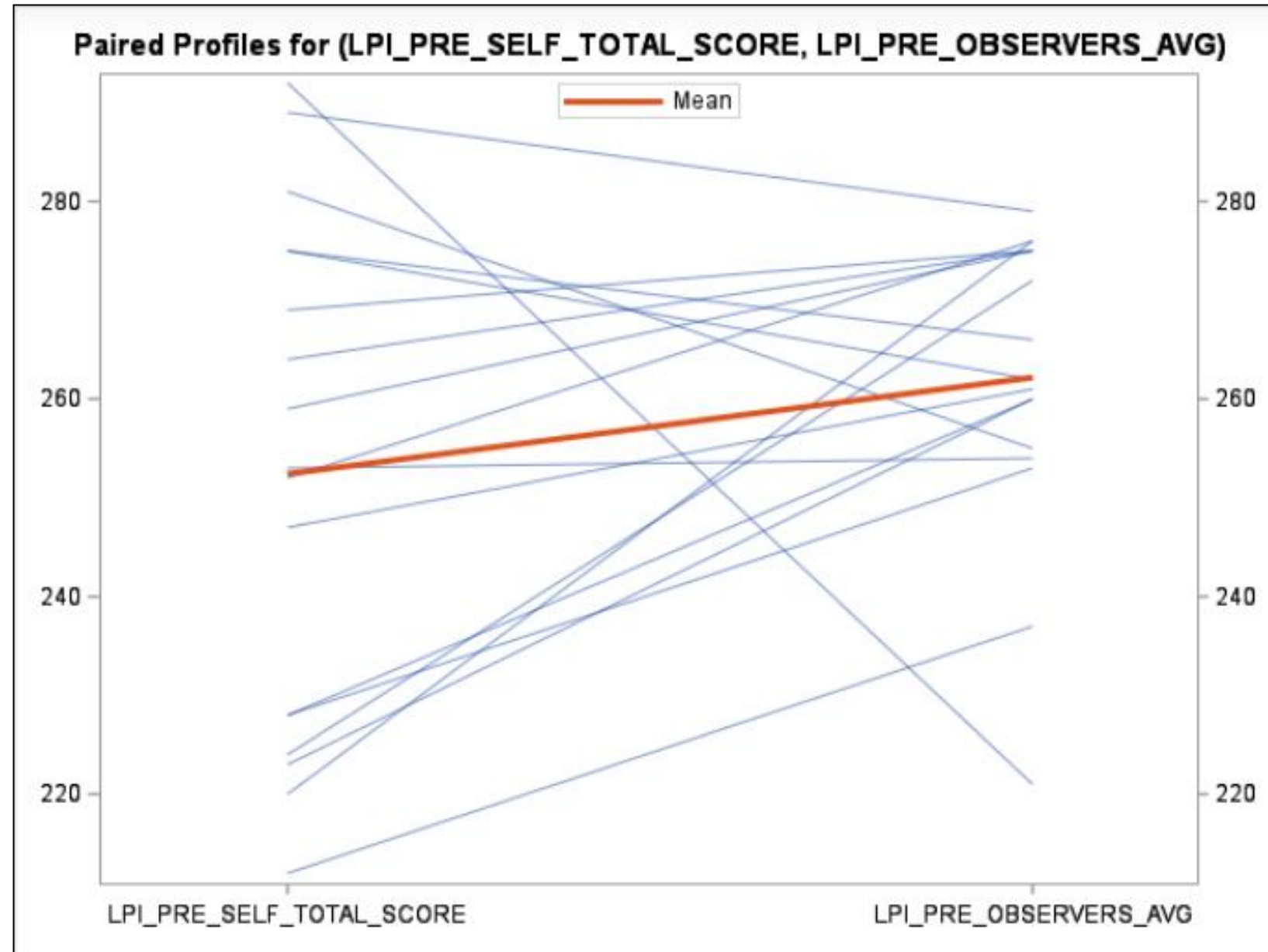
- A ***repeated-measures analysis of variance (ANOVA)*** was performed to analyze the improvement in transformational leadership efficacy as it relates to specific demographic attributions secondary to participation in the expressive writing intervention

RESULTS

➤ Formative Evaluation #1

■ *Paired t-test*

- No statistical significance due to small, homogenous sample size
- Observers' mean LPI-360® scoring was higher than the leaders' self-assessments

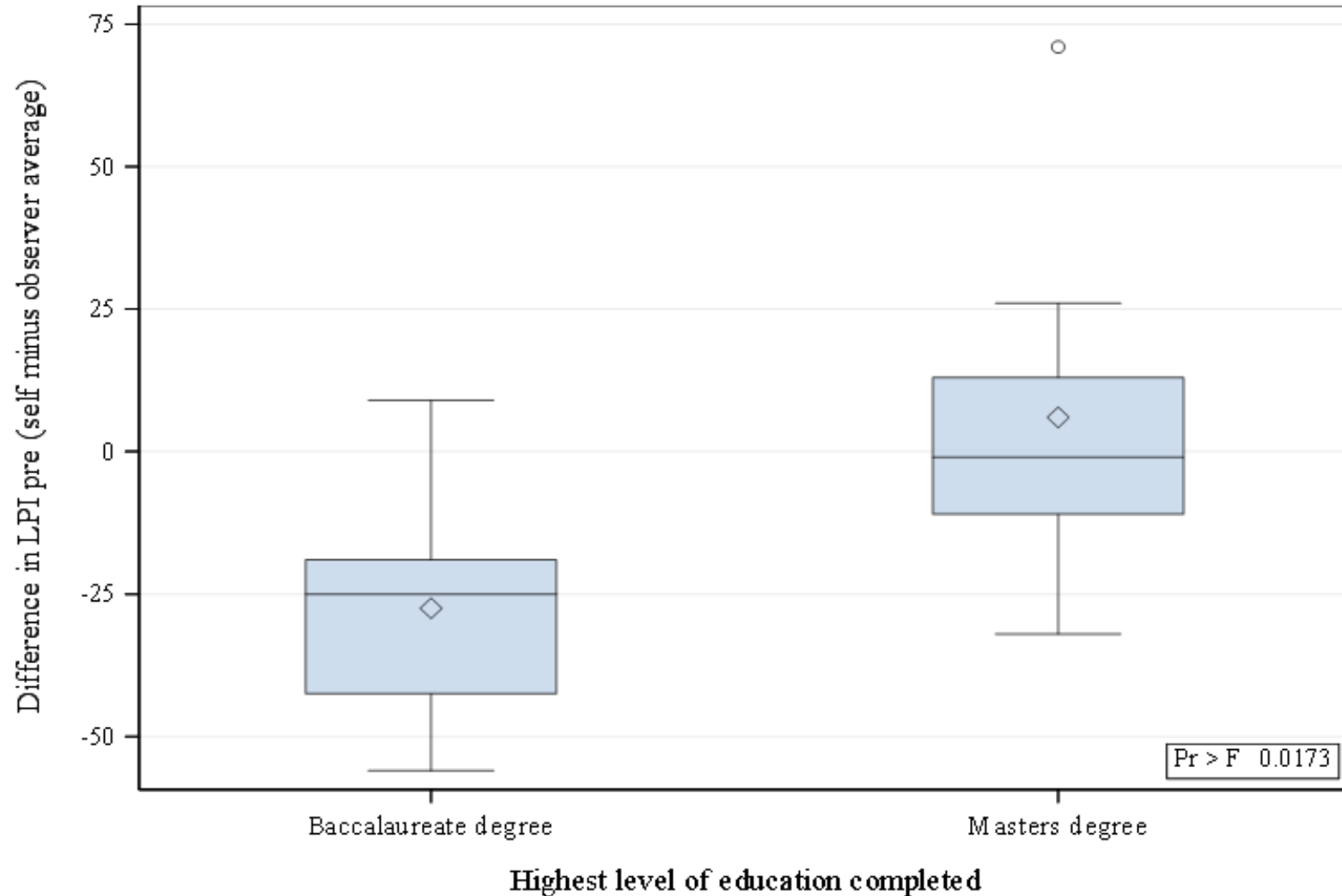


RESULTS

➤ Formative Evaluation #2

■ *Two sample t-test*

- There was a significant difference between individuals with a **highest level of education completed** of Baccalaureate degree vs. Masters groups for LPI-360[®] pre-score (-27.5 vs. 6.0 respectively, $p < 0.0173$)

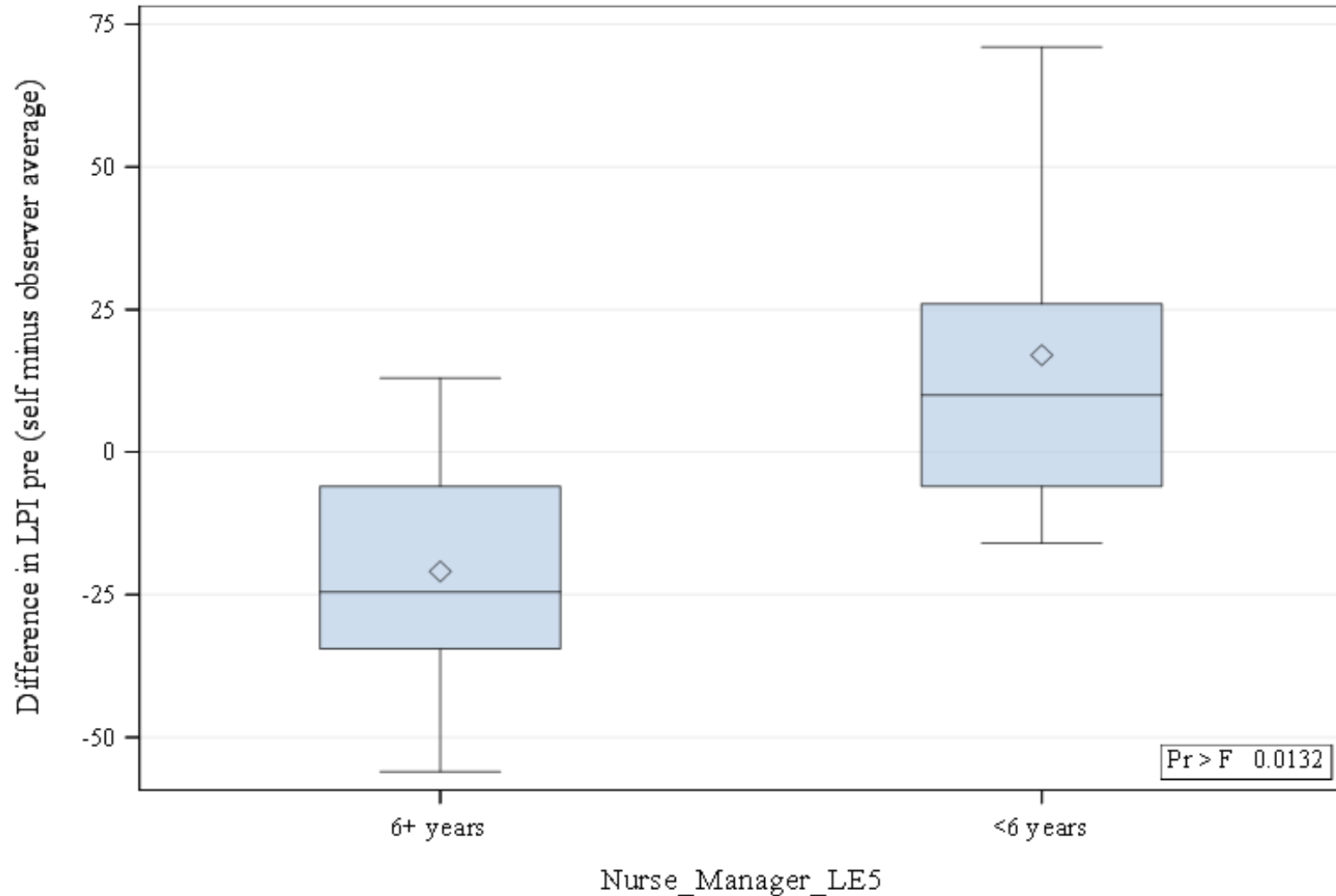


RESULTS

➤ Formative Evaluation #2

■ *Two sample t-test*

- There was a significant difference in **Number of years as a nurse manager**, with the LPI-360® pre difference more discrepant in the 6+ years group as compared to the < 6 years group (-20.9 vs. 17.0 respectively, $p < 0.0132$).



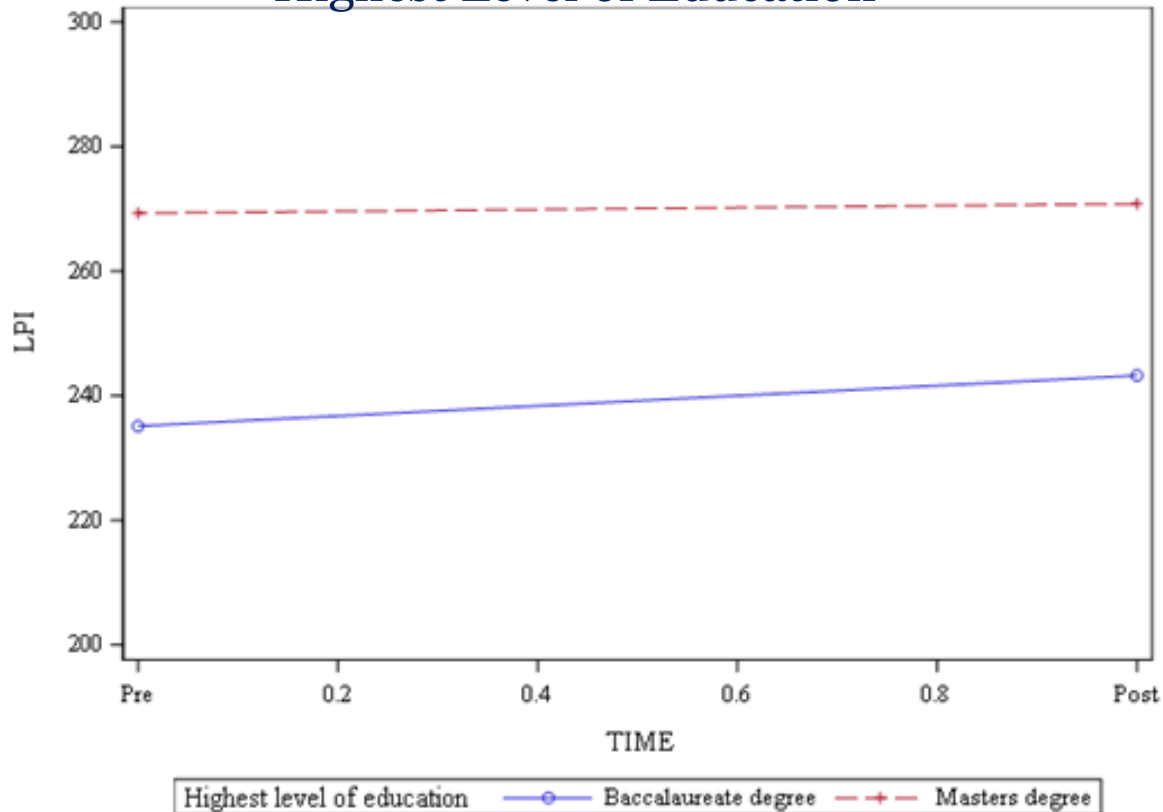
RESULTS

➤ Results of Summative Evaluation

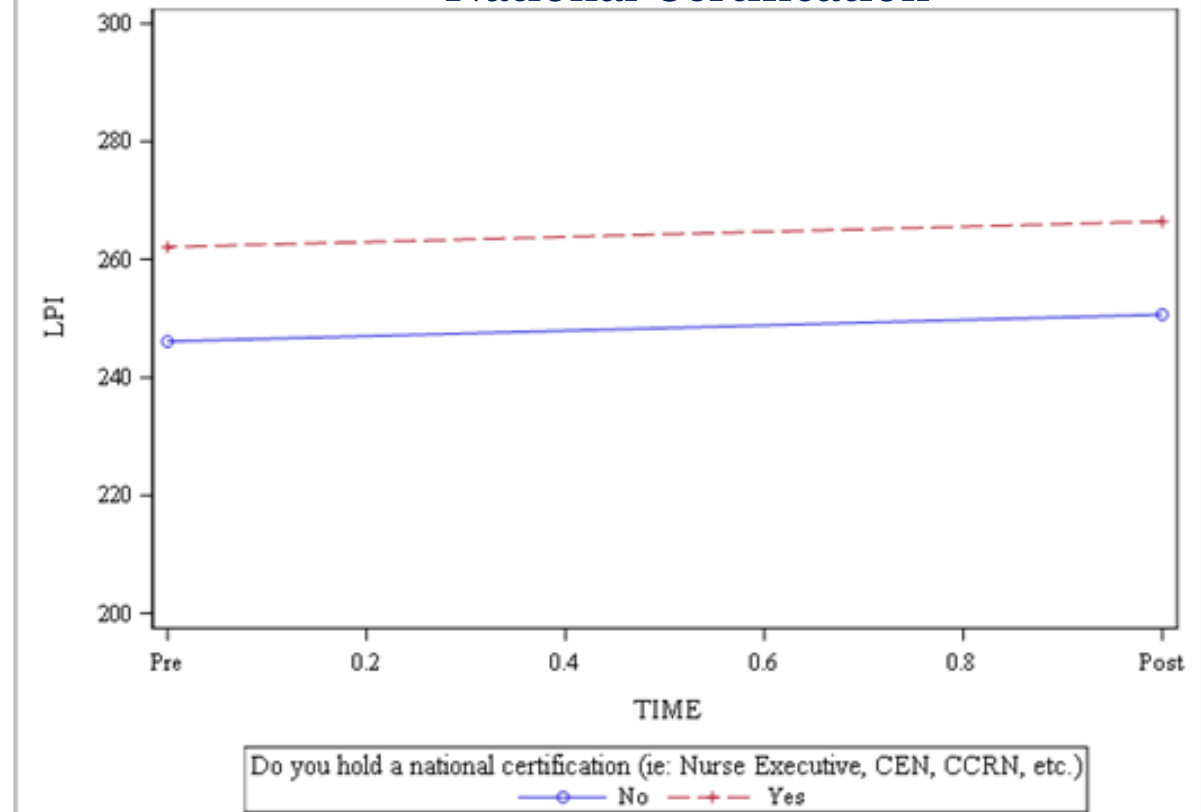
■ *Repeated-measures analysis of variance (ANOVA)*

- No statistical significance due to small, homogenous sample size
- Two demographic attributes yielded clinical significance

Highest Level of Education



National Certification



SUSTAINABILITY

- Transformational leadership must be imbedded into the culture of the organization
- Incorporate a baseline leadership efficacy assessment (the Leadership Practices Inventory®) into new nurse leader training, as well as an ongoing assessment plan for experienced leaders
- Sustain interventions, like expressive writing, which improve nurse managers' abilities to be transformational leaders

IMPLICATIONS FOR PRACTICE

- Nurse managers who participated in the expressive writing intervention illustrated a higher frequency of transformational leadership behaviors such as:
 - *Developing cooperative relationships*
 - *Taking initiative in anticipating and responding to change*
 - *Recognizing others and celebrating accomplishments*
 - *Setting positive examples*
 - *Treating others with dignity and respect*
- Strong leadership is the antecedent of a healthy work environment, satisfied employees, and high quality patient outcomes
- Commitment from nurses and consumers who desire to work at and receive their healthcare from a Magnet[®]-designated that exemplifies nursing excellence



CONCLUSION

- Implementing expressive writing, an evidence-based intervention to improve upon principles of transformational leadership, aligns with the recommendations set forth by the Institute of Medicine's (IOM) *Future of Nursing Report* (2011)
- Contribution the body of scientific knowledge on improving transformational leadership efficacy has led to an improvement in nursing practice at the project site as well as set an example for other institutions to translate evidence into practice

American Association
of Colleges of Nursing



- This project incorporates the AACN's *Essentials of Doctoral Education for Advanced Nursing Practice* (2006) including clinical scholarship, organizational and systems leadership for quality improvement, and analytical methods for advanced nursing practice



*Thank
you!*