The Situational Leadership® II Experience: The Effect on RN Turnover, Engagement, and Job Satisfaction

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Learner Objectives:
  - Identify an effective leadership model and apply it to nursing to affect change.

Conflict of Interest: None
Disclosure

- Employer: Baptist Health Extended Care Hospital
  - Baptist Health had already contracted with the Ken Blanchard Companies to teach Situational Leadership® II to 450 managers across the System.
  - Obtained permission to modify scenarios to teach Situational Leadership® II to Nursing Managers.
  - No sponsorship or commercial support given to author.
RN Turnover

- National bedside RN turnover ranges from 9.8% to 39.8%, with a national average of 16.4%.
- The RN turnover rate at Baptist Health was 30% in 2014 with the majority leaving the organization within the first 5 years of hire.
The objectives for this project were to:

1) Improve employee engagement (short term goal)
2) Improve employee job satisfaction (short term goal)
3) Reduce RN turnover (long term goal)

in eight hospitals within the Baptist Health System.
Purpose of Project

- Assist nurse managers to develop flexible, effective leadership styles.
The Situational Leadership® II model is a business based model. In order to render the model applicable to nursing managers, the deliverable product was a collection of nursing based scenarios.
Do Situational Leadership® II classes for nurse managers have an effect on employee engagement, job satisfaction, and RN turnover (on respective units) in comparison to employee engagement, job satisfaction and RN turnover prior to attending Situational Leadership® II classes?
Hildegard Peplau’s Interpersonal Relationship Model
Patricia Benner’s Novice to Expert Model

- Novice
- Advanced Beginner
- Competent
- Proficient
- Expert
Data Collection Methods

- **Leader Behavior Analysis II®**
  - Effectiveness
  - Flexibility
- **Gallup Q¹²**
  - Job satisfaction
  - Employee Engagement
- **Baptist Health Turnover Reports**
Gallup Participation Rates

<table>
<thead>
<tr>
<th>BHRI</th>
<th>BHMC-NLR</th>
<th>BHMC-LR</th>
<th>BHMC-A</th>
<th>BHMC-S</th>
<th>BHMC-HSC</th>
<th>BHMC-HS</th>
<th>BHECH</th>
</tr>
</thead>
<tbody>
<tr>
<td>80%</td>
<td>80%</td>
<td>80%</td>
<td>90%</td>
<td>90%</td>
<td>90%</td>
<td>100%</td>
<td>90%</td>
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The graph shows the participation rates for different categories, with BHRI having the lowest rate at 80% and BHECH having the highest at 100%.
Leader Behavior Analysis II® Results

Nursing

<table>
<thead>
<tr>
<th>Flexibility</th>
<th>Pre</th>
<th>Post</th>
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<tbody>
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<td></td>
<td>17.5</td>
<td>23.9</td>
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<table>
<thead>
<tr>
<th>Effectiveness</th>
<th>Pre</th>
<th>Post</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>51.5</td>
<td>64.6</td>
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</table>

* p < .001
Results

Nursing

2014: Engagement 4.03, Job Satisfaction 3.9, Turnover 18%
2015: Engagement 3.98, Job Satisfaction 3.75, Turnover 17%
2016: Engagement 4.12, Job Satisfaction 3.99, Turnover 14%
Paired t Tests: Job Satisfaction

Nursing

- 2014: 3.9
- 2015: 3.75
- 2016: 3.99

$p = .047$ for 2014 vs. 2015

$p = .003$ for 2015 vs. 2016

Job Satisfaction
Paired t Tests: Employee Engagement

Nursing

2014: 4.03  p=.411
2015: 3.98  p=.009
2016: 4.12

Engagement
Paired $t$ Tests: RN Turnover

Nursing

- 2014: 18% with $p = .800$
- 2015: 17% with $p = .312$
- 2016: 14%

Turnover
Linear Regression Results: Change in Flexibility

Change in Flexibility

- 2014: Engagement = 4.03, Job Satisfaction = 3.9, Turnover = 18%
- 2015: Engagement = 3.98, Job Satisfaction = 3.75, Turnover = 17%
- 2016: Engagement = 4.12, Job Satisfaction = 3.99, Turnover = 14%

Significance levels:
- Engagement: p = 0.061
- Job Satisfaction: p = 0.042
- Turnover: p = 0.009
Limitations of the Project

Limitations

- RN turnover rates may have been influenced by monetary factors, such as:
  - tuition reimbursement (RNs returning to school)
  - tuition repayment (RNs with student loan debt)
  - market adjustment
Limitations of the Project

Limitations

- Gallup results and turnover data included all staff on nursing units, not just RNs.
- Small sample size; only 26 out of 115 samples were deemed viable.
- Project was done at a private, hospital system. Results may have been different in a public hospital system or a for profit hospital system.
Demographic Data

Nurse Manager Service Demographics

- Years in Healthcare
- Years in System
- Years in Management
- Years in Current Role

N = 26
Gallup Q^{12} Engagement Survey

- Opportunities to learn and grow
  Progress in last six months

- I have a best friend at work
- Coworkers committed to quality
- Mission/Purpose of company
- At work, my opinions seem to count

- Someone at work encourages my development
- Supervisor/Someone at work cares
- Recognition last seven days
- Do what I do best every day

- I have the materials and equipment
  I know what is expected of me at work
Future Implications/Possibilities for Extension of the Project

- Use of the Situational Leadership II® Model customized for healthcare personnel
- Continued use within Baptist Health System
Baptist Health

Hospitals

All Access Points
The RNs at Baptist Health are considered the “best” in Arkansas (National Research Corporation, 2016).

Baptist Health employs approximately 7.9% of Arkansas’ RNs providing bedside care; competing with approximately 31 other hospitals for RNs.
Thank you

- Kalena Jones – Project Champion
  - Organizational Development Specialist
  - Baptist Health
- Mike Perkins
  - Vice President and Administrator
  - Baptist Health Extended Care Hospital
- Max Savoy
  - System Director of Security
  - Baptist Health
Questions?

- References available upon request
- Dsmith@uindy.edu