Utilizing Data from a 360° Leadership Assessment: Enhance Nurse Manager Transformational Leadership Skills

Melanie M. Heuston, DNP, RN, NEA-BC
Cynthia A. Leaver, PhD, APRN, FNP-BC
Sarah Harne-Britner, DNP, RN, ACNS-BC, NEA-BC

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Disclosure

- The research and presenters of this presentation have no financial, personal or professional conflict of interest to disclose.
Outcomes

1. Compare and contrast findings gleaned from assessment of perceptions of leadership practices of leaders, managers, and staff for development of strategies to enhance competence of front line managers.

2. Apply findings to fundamental principles of transformational leadership.
Meritus Medical Center (MMC)

Meritus Health
Patient population of 244,642
Approximately 3000 employees

Meritus Medical Center
251 beds
52 bed emergency department
18 room inpatient behavioral health unit

Meritus Medical Group
9 primary care practices
10 specialty physician practices
Background

• Transformational leaders are essential for a Magnet® culture

• CNO identified need for assessment of clinical manager leadership competencies

• Leadership Practices Inventory (LPI)
  – Proven tool for 360° feedback to assess leadership competencies

• Opportunity for research
LPI®: Leadership Practices Inventory®

• A 360-degree assessment tool by Jim Kouzes and Barry Posner

• Based on the Five Practices of Exemplary Leadership® Model

1. Model the Way
2. Inspire a Shared Vision
3. Challenging the Process
4. Enabling Others to Act
5. Encouraging the Heart

Kouzes & Posner, 2017
“What are the differences in perceptions of clinical manager self-assessment of leadership practices and night shift and day shift perception their clinical manager leadership practices?”
Purpose

• Primary aim
  • Compare perceptions of leadership practices among clinical managers self-assessment and those of the night, and day shift nurses.
    • $H^0$ There would be no difference between night and day shift nurses perceptions of leadership practices
    • $H^1$ Day shift perception of leadership practices would be higher when compared to night shift

• Secondary aim
  • Identify gaps in perceptions of leadership practices to implement specific interventions for development of transformational leaders.
Institutional Review Board

- This project was deemed exempt by the Institutional Review Board, April 5, 2018.
Design, Setting, & Subjects

• Secondary data analyses  
  • Descriptive, comparative, study design
• Setting  
  • 251-bed acute care hospital, non-teaching  
  • Mid-Atlantic region, United States
• Subjects  
  • Purpose sampling  
  • Inclusion criteria- current nurse in clinical front line manager role; completed LPI® assessment; practicing in area with both night and day shift  
  • Exclusion criteria- not meeting Inclusion Criteria
Materials

• LPI®: Leadership Practices Inventory®
  • Five practices of Exemplary Leadership® - 30 Items
    • Model the Way- 6 Items
    • Inspire a Shared Vision- 6 Items
    • Challenge the Process- 6 Items
    • Enable Others to Act- 6 Items
    • Encourage the Heart- 6 Items
  • Response scale
    • 1-Almost never; 2-Rarely; 3-Seldom; 4-Once in a while; 5-Ocassionally; 6-Sometimes; 7-Fairly often; 8-Usually; 9-Very frequently; 10-Almost always
Retrospective Data

• Front Line Clinical Managers
  • Directors
  • Front Line Clinical Manager Peers
  • Night Shift Staff of Front Line Clinical Managers
  • Day Shift Staff of Front Line Clinical Managers
Analysis

- Microsoft Excel 2016
- Descriptive statistics
  - Front Line Clinical Managers
  - Directors
  - Front Line Clinical Manager Peers
  - Night Shift Staff of Front Line Clinical Managers
  - Day Shift Staff of Front Line Clinical Managers
- Means each Front Line Clinical Manager for 5 Practices of Exemplary Leadership Practices
  - Model the Way; Inspire a Shared Vision; Challenge the Process; Enable Others to Act; Encourage the Heart
Results

- Front Line Clinical Managers (FLCM)
  - N= 16; n=16
- Directors (D) n=16
- Front Line Clinical Manager Peers (FLCM-P)
  - n=94
- Day Shift Staff (DSS);
  - N= 97; n= 61; 63%
- Night Shift Staff (NSS);
  - N= 62; n= 34; 55%
Results: Primary Aim

- Compare perceptions of leadership practices among managers self-assessment and those of the night, and day shift nurses.
Results: Secondary Aim

- Identify gaps in perceptions of leadership practices to implement specific interventions for development of transformational leaders.
  - D vs. FLCM- D had 7% better perception of FLCM self
  - FLCM-P vs. FLCM- FLCM-P had 3.3% better view of FLCM self
  - DSS vs. FLCM- DSS had 1.5% worse view of FLCM self
  - NSS vs. FLCM- NSS had .9% worse view of FLCM self
Data Visualization

Demonstration of innovative data visualization of difference from NSS and DSS.
Discussion

- LPI results used for professional development
- LPI assessment completed in phases
  - CNO → Directors → Clinical Managers
- Clinical managers created development plans with support from the organizational development specialist.
- Optional for clinical managers to share results
Implications

- Incivility workshops for leadership development – October 2018
- Group work and sharing at nursing leadership meeting – November 2018
- Healthy Work Environment presentation – May 2019
- Plan to repeat LPI in February 2020
Enable Others to Act

- Medical-Surgical Units - Creation of Unit Commitment Boards
- New code documentation process created for Epic EHR.

Challenge the Process

- Surgical Services – increased reporting of “happenings” and “Stop the Line” interdisciplinary meeting to promote a proactive culture of safety.
Clinical Manager Strategies

Inspire a Shared Vision

- Intermediate Care Unit nurses signed pledge cards to become certified.
- ED CM and Educator collaborated to create an ED preceptor course to improve onboarding of new graduate nurses.

Encourage the Heart

- Critical Care clinical manager does holiday and recognition events (i.e. May Day) for staff
- Unit supported the community during the holidays
Limitations

• The generalizability of this study is limited by research design, sampling method
  • Clinical managers had no prior experience
    • 360º leadership assessment process
    • Five Practices of Exemplary Leadership® Model
  • Trust, no ill consequences, developmental. Not tied to performance.
References


