Introduction of a transformational leadership style in a Swiss multi-site hospital, Ente Ospedaliero Cantonale (EOC)

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Introduction
Transformational leadership focuses on people, inspires and directs them towards shared visions and objectives and aims at taking individual responsibility (Bass, 1990). It is based on the principles of accessibility, visibility, direct communication, effective support (Koloroutis, 2015). Transformational leaders influence followers at all levels of the organization, changing their way of interpreting the world (Bass, 1985; 1998); they act on patient / caregiver satisfaction, on the active involvement of employees and on their well-being.

Objectives
- Transforming culture: improve active participation / participatory management, accountability and involvement at all levels of the organization
- Supporting organizational, clinical and political-financial changes and challenges
- Increasing patient and co-worker satisfaction
- Developing Clinical and Shared Governance

Methodology
Patient and employee satisfaction survey through the Registered Nurse Forecasting in Europe (RN4CAST) study (2010), the annual questionnaires of the National Association for Quality Development (ANQ) about patient satisfaction.

Interventions: training about vision, mission, goals and values of the EOC; interprofessional training on Leadership and Empowered Organization (LEO), on taking care of caregivers, Reigniting the Spirit of Caring (RSC) and on the relationship-based-care (CBR).

Evaluations: RN4CAST replaced by MatchRN, participant observations, self-assessments and audits in the care units, ANQ questionnaire.

Results
The first analysis highlighted:
Critical interprofessional relationships, increase in activity, workload, complexity and patient turnover, lack of sensitivity about safety culture, lack of feedback and enhancement of employees, nurse emotional exhaustion.

Training results:
- 100% attendance of nursing staff at the LEO and introduction of the second edition
- 20% attendance of the caregivers at the RSC
- Monthly attendance of all new employees at the training on CBR.

The following surveys highlighted:
- general patient and employee satisfaction
- reduced emotional exhaustion, greater involvement and accountability of employees
- increased staff support from managers / leaders
- introduction of the feed-back, debriefing culture and speak up.

Conclusions
This enriching experience has allowed the creation of an international networking and of a scientific community between the hospital and the university, the development of the nurse profession, the introduction of advanced clinical practice roles (i.e. clinical nurse specialists), the implementation of Shared Governance and Unit Practice Councils.
Keywords
Leadership, transformational leadership, shared governance

References


