Introduction of a transformational leadership style in a Swiss multisite hospital, Ente Ospedaliero Cantonale

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**Introduction**

Transformational leadership focuses on people, inspires and directs them towards shared visions, 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**

We have adopted different methods in a timeline of several months and years:

**First step: Pre-intervention evaluation**
- Patient and employee satisfaction survey through the Registered Nurse Forecasting in Europe (RN4CAST, 2010).
- Patient satisfaction with questionnaires of the National Association for Quality Development (ANQ).

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

**Third step: Evaluations**
- Patient and employee satisfaction: RN4CAST replaced by Match\textsuperscript{\textregistered};
- Participant observations, self-assessments and audits in the care units.
- ANQ questionnaire.

The first analysis, done before the interventions, highlighted:
- critical interprofessional relationships;
- increase in activity and workload;
- high complexity and patient turnover;
- lack of sensitivity about safety culture;
- lack of feedback and enhancement of employees; nurse emotional exhaustion;
- low patient satisfaction.

**Training results**
- 100% attendance of nursing staff at the LEO and need of introduce other editions;
- 20% attendance of the caregivers at the RSC;
- 100% new employees’ participation at the monthly training on CBR.

The data analysis of the surveys done after the educational interventions have highlighted:
- increase in general patient and employee satisfaction;
- reduced emotional exhaustion, greater involvement and accountability of employees;
- increased staff support from managers/leaders;
- introduction of the feedback, debriefing culture and speak up.

**Results**

**Conclusions**

This enriching experience, lived in a multisite hospital distributes in all the Italian speaking region of Switzerland, has allowed:
- the creation of international networking between nurses;
- the development of the nurse profession and the introduction of advanced clinical practice role;
- the implementation of Shared Governance and Unit Practice Councils;
- to built a scientific community between the Hospital and the University.
Good morning everybody,
I’m Shaila Cavatorti the presenter of the poster “Introduction of a transformational leadership style in a Swiss multisite hospital, Ente Ospedaliero Cantonale”. We decided to share our experience about the implementation of a transformational leadership style at all levels of the organization in a long period of time, more or less ten years.
The Objectives of the project were and are
• 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
During these years to define and implement the project we have adopted different methods:
1. First step: Pre-intervention evaluation through patient and employee satisfaction
2. Second step: Interventions through training about vision, mission, goals and values of the EOC; about Reigniting the Spirit of Caring and the relationship-based-care; about the interprofessional education on Leadership and Empowered Organization
The data analysis of the surveys done after the educational interventions have highlighted:
• increase in general patient and employee satisfaction;
• reduced emotional exhaustion, greater involvement and accountability of employees;
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• introduction of the feed-back, debriefing culture and speak up.

This enriching experience, lived in a multisite hospital distributes in all the Italian speaking region of Switzerland, has allowed:
• the creation of international networking between nurses;
• the development of the nurse profession and the introduction of advanced clinical practice role;
• the implementation of Shared Governance and Unit Practice Councils;
• the building of a scientific community between the Hospital and the University.

I want to thank for your attention