"COULD CRITICAL THINKING HELP CREATE NURSE MANAGERS WHO ARE TRANSFORMATIONAL LEADERS?"

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Disclosure

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- □ Objectives:
  - ◻ Describe the purpose, methods, and finding of the research study Critical Thinking of Nurse Managers Related to Staff RNs Perceptions of the Practice Environment
  - ◻ Discuss the implications from this study and nurse managers' development of transformational leadership competencies

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Transformational Nurse Leaders

- Create work environments that foster positive change
- Empower nurses
- Enhance nurse satisfaction
- Improve patient outcomes
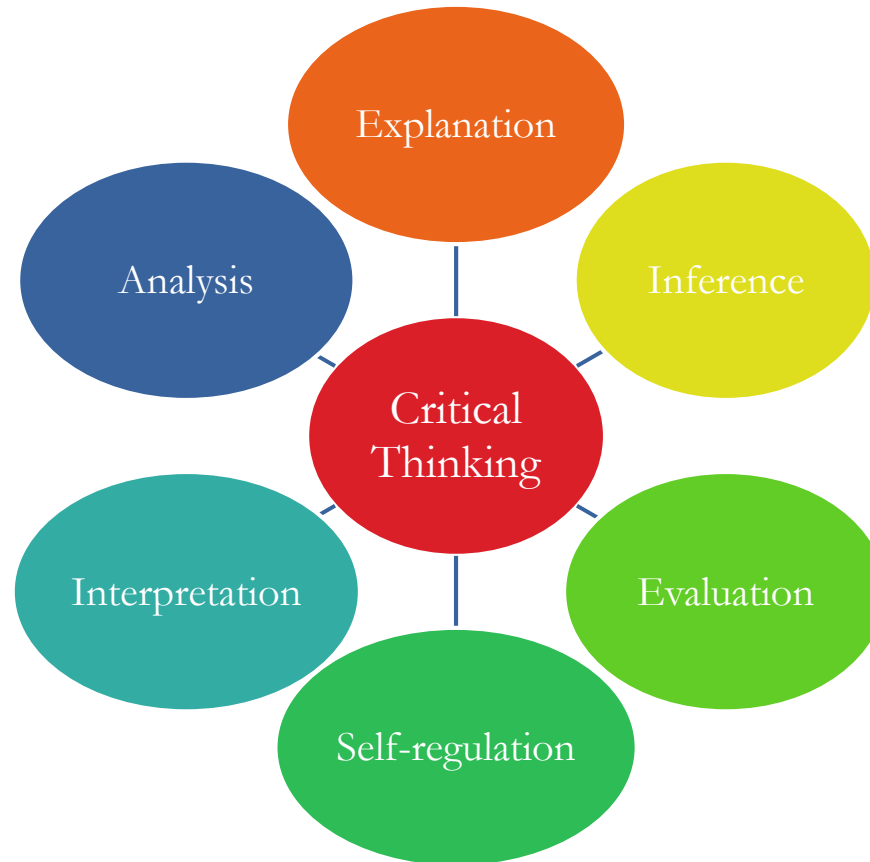- Require formal and informal education

(Cummings, Macgregor & Davies et al., 2010; Kelly, Wicker & Gerkins, 2014)

Critical Thinking

☐ Is a thought process basic to clinical reasoning, problem-solving and decision-making.

☐ Involves reflection, judgment, evaluation, and criticism.

☐ Challenges assumptions.

☐ Leads to decisiveness that is vital to achievement of goals.

☐ Is a choice!

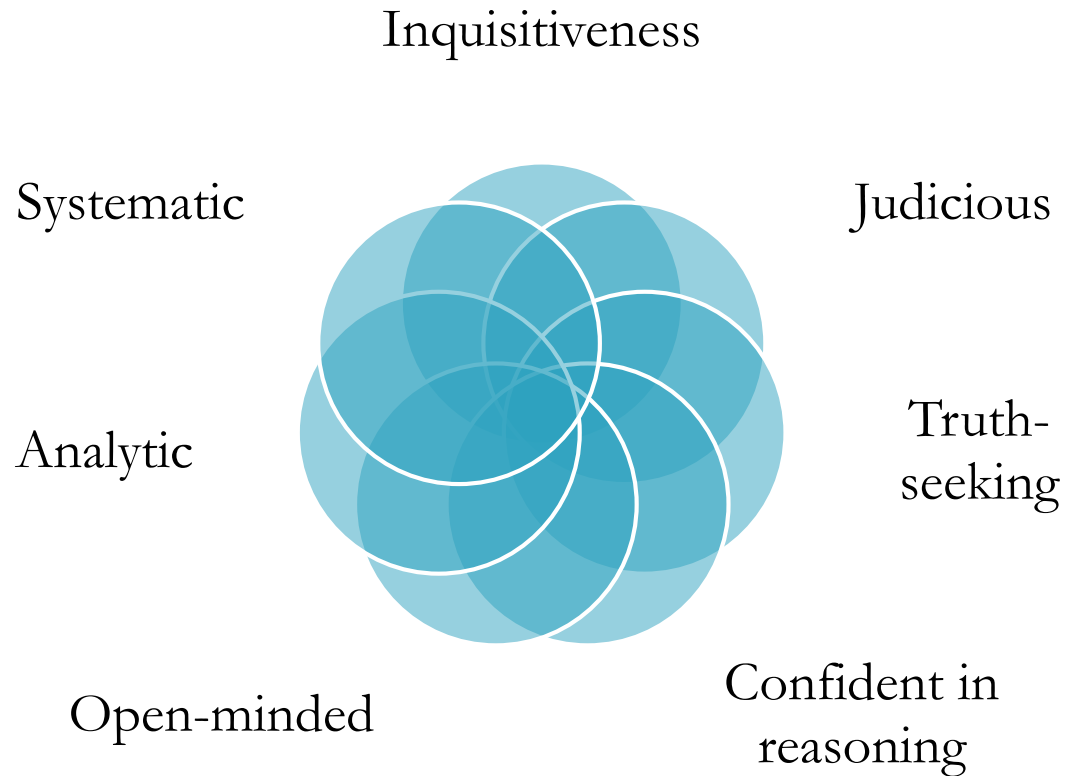(Facione, N., Facione, P. & Sanchez 1994; Scheffer & Rubenfeld, 2000;
 Zori & Morrison, 2009)

Critical Thinking Skills
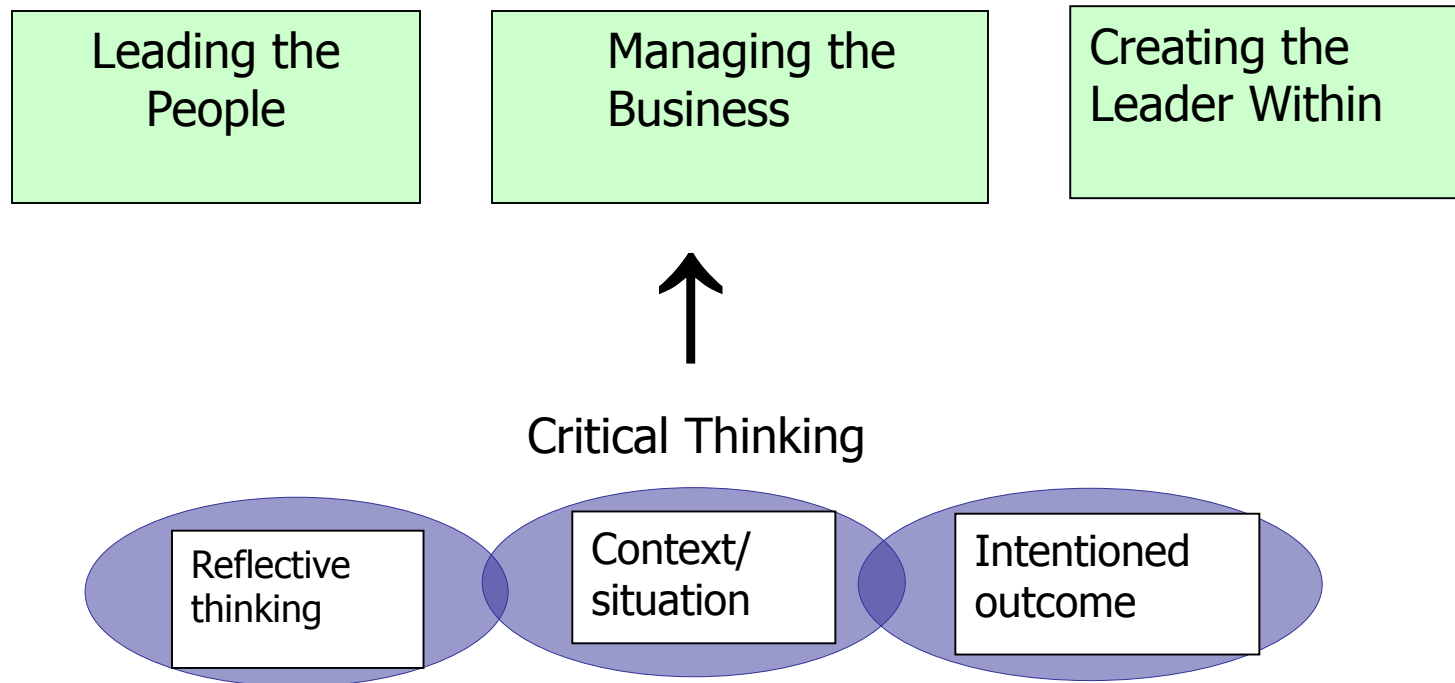

Facione, N., Facione, P. & Sanchez 1994

Critical Thinking Dispositions "Habits of Mind"

Inquisitiveness

Systematic

Judicious

Analytic

Truth-seeking

Open-minded

Confident in reasoning

Facione, N., Facione, P. & Sanchez 1994

Critical Thinking Concept Map for Nursing Managers

Leading the People	Managing the Business	Creating the Leader Within

↑

Critical Thinking

Reflective thinking — Context/ situation — Intentioned outcome

Research Question

Is there a difference between nurse managers' critical thinking dispositions

and

their respective staff RNs' perceptions of the practice environment?

Significance

- "Baby boomers" including nurse managers will retire.

- New and current nurse managers need to function as transformational leaders.

- Education and leadership development programs for new and current nurse managers are needed.

- Strategies for promoting and developing CT can be incorporated into education and support programs.

(AONE, 2006; Cummings, Macgregor & Davies et al., 2010; Kelly, Wicker & Gerkins, 2014)

Research Design

- Descriptive study.

- 12 nurse managers from 13 patient care units completed the California Critical Thinking Disposition Inventory (CCTDI).

- 132 of their respective RN staff nurses completed the Practice Environment Scale (PES).

- A *t* – test was used to compare differences of RN staff nurses' PES scores based on the strength (score of 40 and above) or weakness (score of 39 and below) of their nurse managers' CCTDI scores on 5 subscales

Tools

- CCTDI 75 items with 7 disposition sub-scales : truth-seeking (a=.876); open-mindedness (a=.584); analyticity (a=.820); systematicity (a=.679); CT self-confidence (a=.782); inquisitiveness (a=.820); CT maturity and for overall score (a= .884).

- PES 31 items in 5 sub-scales : participation in hospital affairs (a=.83); nursing quality care (a=.77); nurse manager ability, leadership, and support (a=.91); staffing and resource adequacy (a=.84); and collegial nurse:physician relationships (a = .83).

(Facione, N., Facione, P. & Sanchez 1994; Lake, 2002)

RN Staff Nurse Perception of the Practice Environment

- ☐ Nurse participation in hospital affairs
- ☐ Nursing foundations for quality of care
- ☐ Nurse manager ability, leadership and support
- ☐ Staffing and resource adequacy
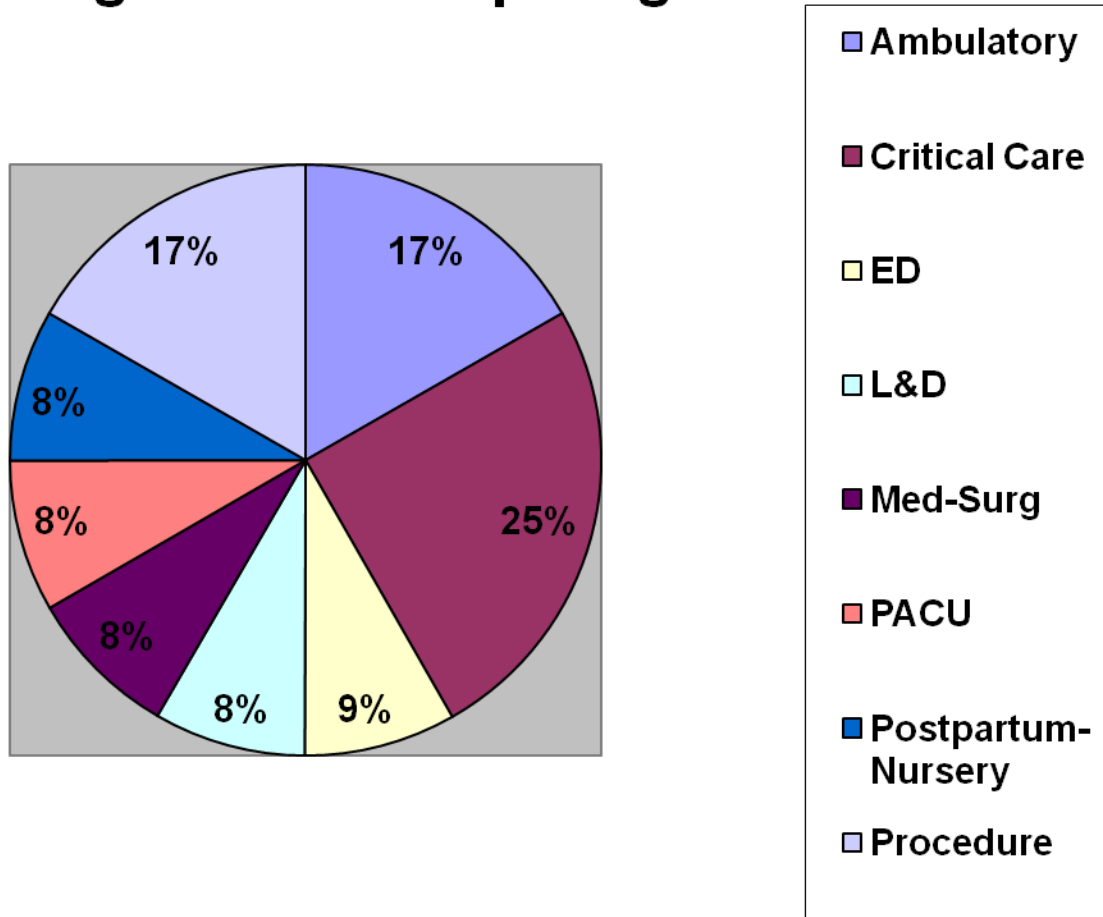- ☐ Collegial nurse:physician relations

(Lake, 2002)

Nurse Manager Sample Demographics

- 91.7% Female
- 83.3% Caucasian
- 58.3% had a baccalaureate degree
- 33.3% had a master's degree
- 47.3 mean age (range 28 – 60 yrs)
- 23.3 mean of RN experience (range 5 – 42 yrs)
- 11.3 mean of NM experience (range 1 – 27 yrs)
- 10.4 mean in current position (range 1 – 27yrs)

RN Staff Nurse Demographics

- 95.5% Female
- 57.6% Caucasian
- 59.1% had a baccalaureate degree
- 25.8% has an associate degree
- 41.39 mean age (range 25 – 61 yrs)
- 15.8 mean of RN experience (range 1 - 32 yrs.)
- 8.05 mean in current position (range 1 – 32yrs.)

Figure 8: Participating Units

Legend:
- Ambulatory
- Critical Care
- ED
- L&D
- Med-Surg
- PACU
- Postpartum-Nursery
- Procedure

Pie chart values: 17%, 25%, 9%, 8%, 8%, 8%, 8%, 17%

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Study Results

Significant positive relationship between nurse managers' critical thinking dispositions of *analyticity, systematicity, open-mindedness,* and *critical thinking confidence* and their respective RN staff nurses' perceptions of the practice environment.

Results

	Weak CT Disposition NM score 39 and below		Strong CT Disposition NM score 40 and above		*t*	*p*
	Mean	SD	Mean	SD		
Analyticity PES Total Score	2.65	.37	2.95	.31	-4.408	.000 <.001
Systematicity PES Total Score	2.73	.38	2.94	.32	-3.014	.003 <.01
Open-Minded PES Total Score	2.74	.38	2.97	.29	-3.989	.000 <.001
CT Confidence PES Total Score	2.21	.31	2.93	.30	-6.049	.000 <.001

Additional Results

- There was no significant difference between the nurse managers' CCTDI subscale scores and demographics of age, experience, and educational level.

Limitations

- Study was conducted in a single setting with a small sample.

- Technical difficulties arose with accessing the CCTDI online.

- The small sample size of nurse managers in turn limited the RN staff nurse participation.

- Nurse managers more confident in critical thinking may have chosen to participate.

- Survey fatigue of nurse managers and staff.

Implications for Nursing

- □ Strategies to support the development and use of critical thinking in nurse managers should be considered for both formal and informal settings.

- □ Nurse managers skilled in critical thinking may be able to create positive practice environments. This, in turn, may improve staff satisfaction and reduce costly turnover and vacancies.

Tips and Techniques to Support Critical Thinking

- Inquiry based learning
- Appreciative Inquiry
- Case Studies
- Critical Incident Analysis
- Concept Maps
- Reflective Journaling
- Journal Clubs for Management and Leadership Articles
- Electronic Communication
- Mentoring

(Kelly, Wicker & Gerkins, 2014; Lacasse, 2013; Zori & Morrison, 2009)

Additional Research

- Replication of the study in different settings including academic teaching and community hospitals.

- Exploration of additional concepts that lead to successful outcomes of transformational leaders

- Strategies to assist nurse managers in achieving competency as a transformational leader

Most people would rather die, than think.

Many do.

Bertrand Russell

Questions?

Critical thinking about critical thinking?

Thank you

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