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Leadership Oversight Council: Journey to Transformational Leadership

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Journey to Transformational Leadership

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In 2007, a shared governance structure was launched as a beginning step toward Magnet designation that was ultimately achieved in December, 2011. As part of the shared governance structure, the Leadership Oversight Council was established to empower nurse leaders to make decisions over operational and leadership issues. Transformational leadership was the leadership style selected to help integrate and enculturate shared governance throughout the organization.

Transformational Leadership is a set of leadership behaviors that transforms others by involving them in decision-making, and therefore outcomes (quality, safety, service, efficiency, healthy work environment) of the organization.

The Vision of the Council is to: Shape the future of healthcare through excellence in nursing leadership.

The Mission of this council is to use transformational leadership to:

- Promote efficiency, quality, and service
- Enhance networking of nursing leaders throughout the organization
- Provide peer leadership support
- Lead operational change
- Develop others

The council embarked on an organizational approach to implementing transformational leadership through a formal training program for managers. The Leadership Oversight Council led the selection of an evidence-based model, the Conceptual Model for Developing and Sustaining Leadership from the Registered Nurse Association of Ontario, as the Transformational Leadership model for the framework for the transformational leadership program.

Workforce engagement metrics were defined and have been utilized to measure effectiveness of the training program and engagement of the staff lead by the managers annually. Implementation of training strategies to enhance internalization and implementation of transformational leadership behaviors were designed and chosen by nurse managers. Resources were approved by the Nurse Executive Council. A consultant was selected to develop and provide the training, as well as assist with ongoing support and peer review. A total of 38 nurse managers enrolled in the training program structured around this conceptual model of transformational leadership behaviors.

The educational program included mentoring by organizational directors and leaders both individually and in small groups of 4. Mentors received an orientation session and attended periodic mentor meetings to discuss their experiences with the consultant.

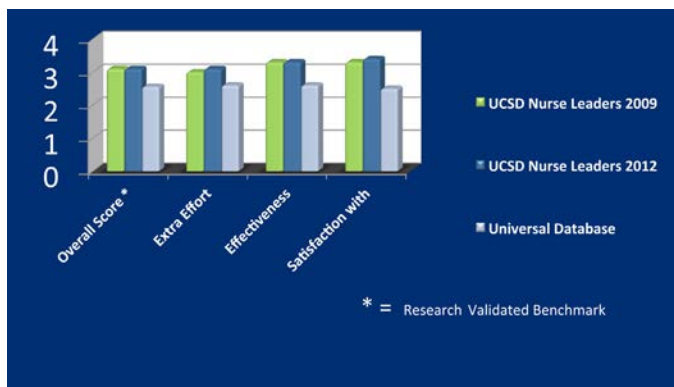
Each manager was asked to implement a performance improvement project that addressed the patient experience and utilized strategies they were learning to engage their staff. The final meeting of the training was a day away with each manager presenting their projects and outcomes with lessons learned.

There has been an ongoing evaluation of the integration of these transformational leadership behaviors in the nursing units under the supervision of the managers trained and their successors through the tracking of staff engagement metrics annually over the last 4 years. We set out to measure a baseline for our nursing leadership against a benchmark for

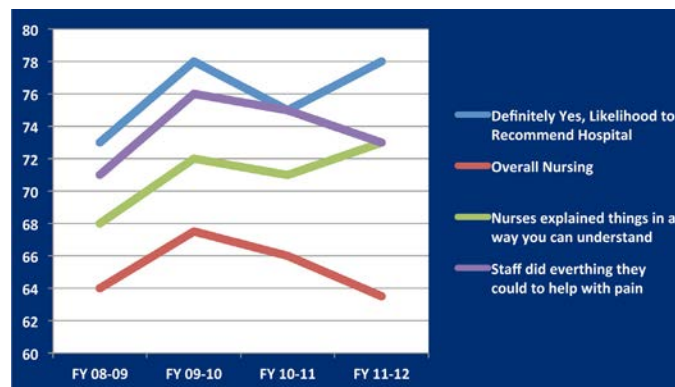


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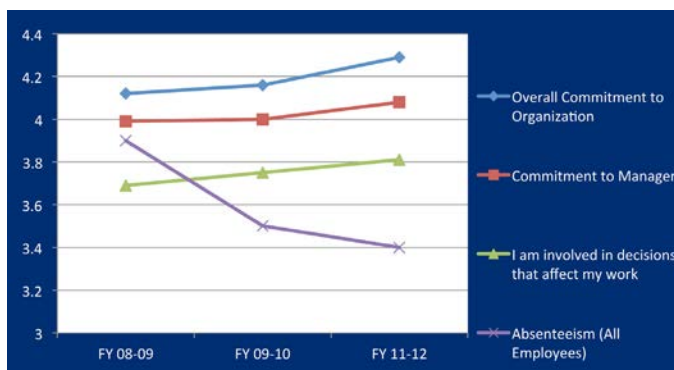
MLQ Leadership Metrics



Patient Satisfaction



Staff Engagement



transformational leadership behaviors. We chose the Multifactor Leadership Questionnaire (MLQ), a valid and reliable instrument, to assess an initial group of 38 mid-level nurse managers. The MLQ measures transformational leadership behaviors across five categories: Idealized attributes, idealized behaviors, inspirational motivation, intellectual stimulation, and individual consideration. The behaviors are ranked on a Likert 0 to 4 scale of frequency observed or practiced from “not at all” to “frequently if not always observed”. Managers were rated by their supervisor, peers, self and direct reports. Our baseline overall score was 3.1 with a comparative benchmark between 3.0 to 3.75, meaning we rated in the average range of other organizations, but toward the lower end. Our goal ultimately is to exceed the benchmark

so we set out to improve our scores.

The organization improved targeted workforce metrics reflecting transformational leadership as measured by: the Multifactor Leadership Questionnaire (2,3), the number of nurses actively engaged in committees both in their units and organization-wide, the number of nurses qualifying for clinical ladder advancement, increasing certification rates, increasing retention rates, increasing patient satisfaction scores, increasing nursing fill rates, decreasing absenteeism, increasing education leave, and increasing employee satisfaction.

Subsequently, it was decided in FY 12-13 to start to track nurse manager promotions and turnover rates. Overall data results show either holding gains or modest improvements in staff engagement, patient satisfaction, and

MLQ leadership ratings of TL factors. Peer support and networking was cited as most important to the managers as a result of this program. Further development of non-nursing leaders was suggested as well as development of a succession planning program.

As a result of feedback, the Leadership Oversight Council has chosen to focus on specific transformational target behaviors as a next step to promote sustainability. We will be using peer teaching and having our own nurse leaders discuss their experience with implementing transformational leadership strategies. We have changed the structure of leadership meetings to allow for more time to collaborate on topics of interest with peers and nurse leaders in the education and research department.

Supporting relationship building among leaders is a key goal to this strategy.

Empowering nurse managers to design their own programs to promote and measure transformational leadership in the organization has been an effective means of achieving desired workforce outcomes and supporting the Magnet Designation process.