Using the Transformational Leadership Model to Improve Nurse Leader Retention and Organizational Outcomes
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Problem:
Nurse leaders face conflicting and competing duties, a myriad of stakeholders, and competing priorities. These problems can lead to turnover, be detrimental to the department culture, and negatively impact patient outcomes.

Evidence:
The Critical Care Service Line Department had a goal to be in the Press Ganey 95th percentile for partnership, engagement, and satisfaction on the 2011 nurse leader survey. The following is a summary of the findings:
- Overall nurse leader partnership mean score of 91.5 / 92nd percentile
- Overall nurse leader satisfaction mean score of 89.8 / 91st percentile
- Overall nurse leader engagement mean score of 89.8 / 92nd percentile

Strategy:
The Critical Care Team elected to adopt a transformational leadership model which promotes “reflection”. Reflection is defined as the practitioner’s ability to be aware of, make sense of and learn from daily practice. This leads to improved outcomes while increasing ones satisfaction in daily work (Thompson & Bernardo, 2008).

Practice Change:
The program was implemented at the end of 2011. It allows nurse leaders to take one day of “reflection” from work per month and encourages nurse leaders to:
- Evaluate how they impact organization goals
- Evaluate how they impact the patient’s experience
- Assess effectiveness of processes
- Continually evaluate “events” to improve performance and processes

Evaluation:
The effectiveness of the program was measured using the 2012 Press Ganey nurse leader survey results.

Results:
The following is a summary of the survey results after implementation of the program at the end of 2012:
- Overall nurse leader partnership mean score of 96.3 / 97th percentile
- Overall nurse leader satisfaction mean score of 96.7 / 98th percentile
- Overall nurse leader engagement mean score of 95.9 / 95th percentile

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**Recommendations:**
The survey results demonstrated a significant improvement in the overall job satisfaction, partnership, and engagement of the nurse leaders.

**Lessons Learned:**
The program needs to expand to include measures that will demonstrate how the “reflection” program improved performance and processes within each nurse leader’s clinical area.

**Bibliography:**


