Listening to Nursing Leaders: Using NDNQI Data to Study Excellence in Nursing Leadership

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Objectives

☐ Overall aim was to investigate key leadership characteristics of nurse managers identified by their staff as excellent nurse leaders

☐ Analysis of focus group interviews with nurse managers who ranked above the mean on the NDNQI-RN Survey

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National Database of Nurse Quality Indicators (NDNQI)

- A project of the ANA that provides a national data repository providing comparison data on nurse sensitive indicators at the unit level and by clinical focus.

- RN survey is a companion instrument that measures the RN Practice Environment and Job Satisfaction.

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Penn Presbyterian Medical Center

- Penn Presbyterian Medical Center (PPMC) is a 325-bed teaching facility and is part of the University of Pennsylvania Health System in Philadelphia, PA

- Major service lines are Cardiology, Orthopedics, Psychiatry/Addictions, Medicine, General Surgery Ophthalmology and Geriatrics

- Participated in the NDNQI-RN Survey in October 2008

- PPMC had a 99% rate of participation with 11 nursing units reporting data.

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Literature Review

- Anthony, et al (2005):
  - Structure: role modeling, coaching, mentoring, hiring, recruiting, budget and payroll
  - Process: listening, conflict resolution and communication
  - Outcome: quality care, patient satisfaction, happy stakeholders

- Neill and Saunders (2008): Servant Leadership

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Literature Review

- Laschinger, et al (2009):
  - Quality of unit-level leader-member exchange

- Ulrich, et al (2005):
  - Quality of nurse to nurse manager relationship
  - More respect from frontline managers would cause nurses to reconsider leaving their current position

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Literature Review

- Manion (2004):
  - Put staff first and treat with respect
  - Authentic connections
  - Coach for and expect competence
  - Focus on results
  - Partnering with staff through visibility

- Upenieks (2003):
  - Visibility distinction between Magnet leadership and non-Magnet leadership

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Study Design

- Qualitative phenomenological study design
- Approved by the UPHS Institutional Review Board as an exempt study
- Inclusion criteria:
  - Permanent nurse manager from units participating in the NDNQI-RN Survey
  - Results of the Practice Environment Scale related to Nurse Manager Ability, Leadership and Support of Nurses who scored above the mean for the comparison group

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Study Design

- Five nurse managers met inclusion criteria

- Participants were invited to participate in a focus group regarding the NDNQI-RN Survey however the results of the survey were not shared with them

- All 5 eligible nurse managers agreed to participate and consents for participation were obtained
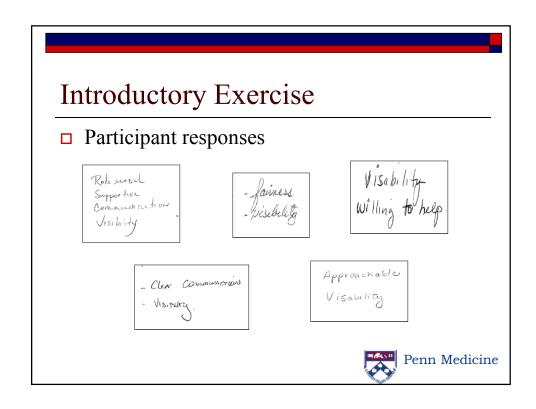
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Data Collection Methods

- Data were collected via audio taped and facilitator lead focus group to explore nursing leadership characteristics

- The participants were informed that the reason they were asked to participate in the focus group was because they had scored higher than the mean in the NDNQI-RN Survey from October 2008
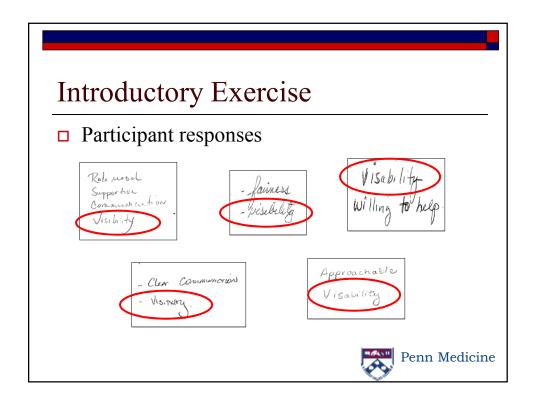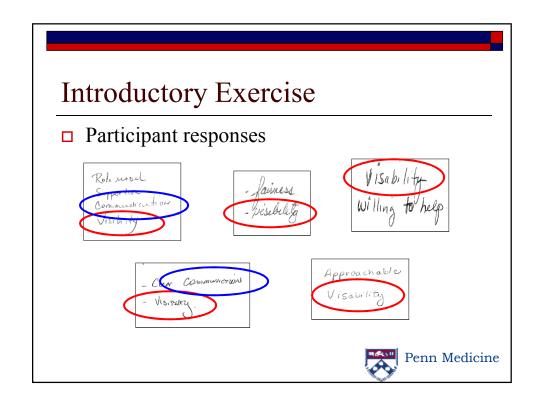
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Introductory Exercise

□ Purpose of the exercise was to capture objective initial responses of participants regarding their survey results being above the mean.

□ One open ended question was asked at the beginning of the session and participants were requested to write their response on 5x7 index cards

□ The question was: "In one or two words why do you think you achieved this rating from your staff?"

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Introductory Exercise

□ Participant responses

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Introductory Exercise

☐ Participant responses

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Introductory Exercise

☐ Participant responses

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Focus Group Facilitation

- ☐ Open discussion facilitated by co-investigator

- ☐ Discussion was audio taped and transcribed

- ☐ Instructions explained and confidentiality reiterated

- ☐ Nurse Leader Characteristics Exploratory Questions developed from NDNQI questions

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Focus Group Facilitation

- ☐ Nurse Leader Characteristics Exploratory Questions

1. How do you incorporate praise and recognition into your daily staff interactions?

2. How do you use mistakes as learning opportunities?

3. How do you back up your staff when there is a nurse-physician conflict?

4. What additional recommendations do you have to be successful as a nurse manager?

5. How does it make you feel knowing that you were the most successful at this survey among your peers?

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Focus Group Results

- Transcript of focused group reviewed for accuracy
- Transcript analyzed by the four person study team individually then in a team session
- Data were categorized into 37 first level codes and reduced into collapsed codes
- Collapsed codes were then aggregated into theoretical constructs:
  - Visibility
  - Communication
  - Values of Respect and Empathy

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Theoretical Construct: **Visibility**

- Partnership
- Collaboration
- Credibility
- Realistic
- Role Model
- Accountability

"I think visibility is a key thing."

"Visibility too I think, I try to come in on the off shifts on a weekend even for an hour or two just to have them see you …"

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Theoretical Construct: **Communication**

- Mediator
- Transparency
- Support
- Counselor
- Fairness
- Appreciation
- Timely Feedback
- Insight

"So it is a lot of communication and a lot of rounding from my perspective."

"It is candid feedback, a candid discussion and we do it together."

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Theoretical Constructs: **Values of Empathy and Respect**

- Commitment
- Mentorship
- Respect
- Servant Leadership
- Openness
- Integrity
- Empathy

"I always try to tell the staff we are going to make mistakes, if we don't make mistakes then we are actually lying because I expect mistakes and that's the only way we are going to get better."

"Do I expect you to take 7 patients no, because I wouldn't be able to do it and I don't expect you to do it and they know that I make mistakes too, and I admit that."
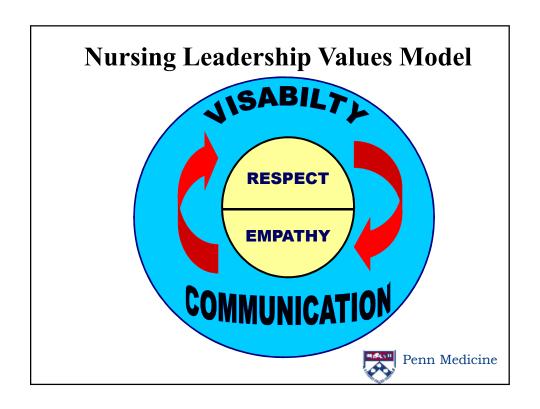
"I am here for my staff and that is just how I see my role"

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Nursing Leadership Values Model

- Nursing leadership characteristics of visibility and communication create the core of leadership behaviors
- Personal values of respect and empathy inform and stabilize the model
- The dynamic interaction of these four components support staff nurse satisfaction with their nurse manager
- Staff nurse job satisfaction and retention have a positive relationship to patient outcomes

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Nursing Leadership Values Model

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Conclusions/Recommendations

- Leadership education to promote visibility and communication
- Encourage responsiveness to staff to enhance personal values of respect and empathy
- Explore these characteristics in potential nurse leaders during interviews or mentoring experiences
- Focus leadership techniques to incorporate the key characteristics of visibility and communication with the values of respect and empathy to foster staff nurse satisfaction, retention and positive patient outcomes.
- Replication of this study will strengthen the findings for generalized application

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