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Improving Work Environment During Persistent Chaos: An Evidence-Based Leadership Approach

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On a scale of 1-5, how are you feeling today?

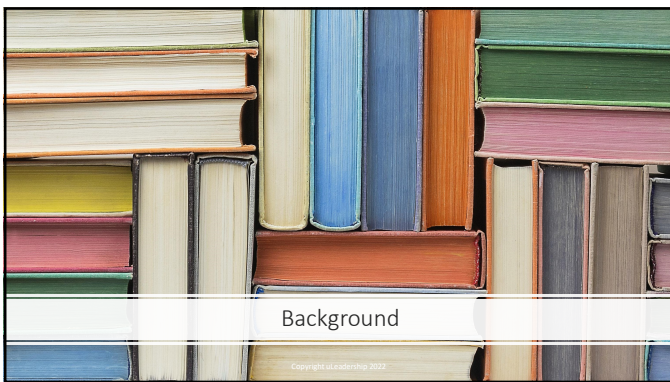
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Objectives

Describe	Describe the influence a relational, healthcare-specific leadership style can have on nurses' perceptions of work environment.
Gain	Gain an understanding of strategies to operationalize Human-Centered Leadership in Healthcare within diverse healthcare settings.

Presented by Susan Campis, MSN, RN, NE-BC










Let's Start With Perspective...Traditional Leadership

-  Leader is above the system
-  Top-down communication
-  Linear thinking
-  Outcomes result from the leader's authority and influence



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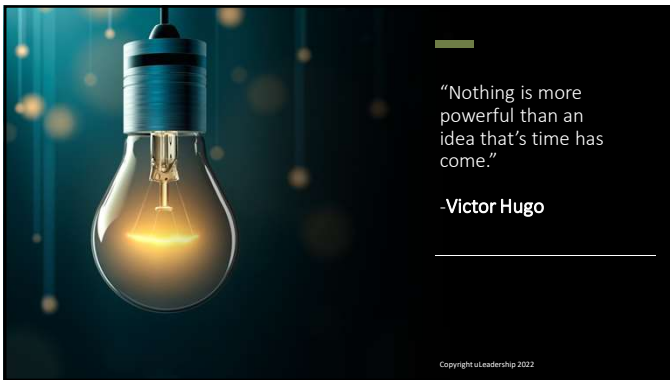
Complexity Theory in Health Care Leadership

-  Leader is Embedded in the System
-  Collateral Thinking
-  Influencers and Innovators at the Point of Service
-  Value is Determined by Consumers
-  Change and Unpredictability are predictable



O'Grady & Malloch, 2018

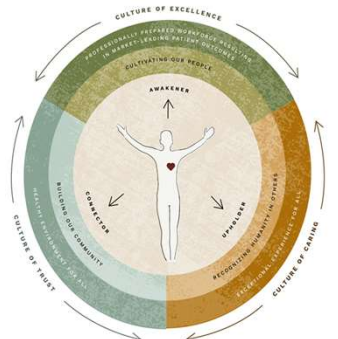
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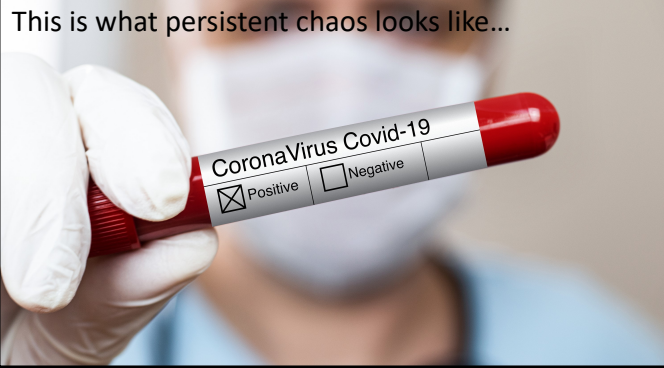
“Nothing is more powerful than an idea that's time has come.”
-Victor Hugo


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Human-Centered Leadership in Health Care



Lecterc, Kennedy, & Campis, 2021





Guiding Questions

Does systematic integration of HCL-HC into leaders' development over a 9 month period influence employees' perceptions of American Association of Critical Care Nurses (AACN) Healthy Work Environment (HWE) standards, pre and post-implementation?

Are there differences or similarities in metrics when implementing HCL-HC in Magnet versus Non-Magnet hospitals?

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Methods

Method: Longitudinal cohort-based; mixed methods

Cohorts/Sample: 1) rural non-magnet hospital system; 2) large university magnet hospital

Measurement Tools: Quantitative: AACN Healthy Work Environment Assessment (2016); Qualitative: Textual responses during summative debriefing sessions; surveys pre and post

Intervention: 9-month web-based HCL-HC program with six levels of "Learn-Do-Inspire" microlearning content/activities; live onsite/virtual learning labs every two weeks for one-hour interactions

Cohorts

- Small Rural**
9-month intervention; n=6; nurse leaders; one location; Jan – September 2021
- Large Magnet**
9-month intervention; n=33; nurse leaders; one location; October 2021 – June 2022

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HUMAN-CENTERED LEADERSHIP IN HEALTHCARE

LEVEL 1 An Idea That's Time Has Come	LEVEL 2 It Starts With YOU!	LEVEL 3 The Leader as Awakener	LEVEL 4 The Leader as Connector	LEVEL 5 The Leader as Upholder	LEVEL 6 Developmental Essentials for the People Who Lead the People
Learn the basics of HCLHC within a framework of complexity science and evidence based practice	Explore practices to nurture self-care, self-compassion, self-awareness, and mindfulness.	Discover the leader attributes that awaken potential excellence in each team member.	Learn how to build unity through community and establish trust like never before.	Delve into the leader attributes that exemplify caring by recognizing humanity in self and others.	Equip your leader toolkit with consensus approaches to complex issues in healthcare.
Week 1-6	Week 7-12	Week 13-18	Week 19-24	Week 25-30	Week 31-36
3 Learning Labs	3 Learning Labs	3 Learning Labs	3 Learning Labs	3 Learning Labs	3 Learning Labs
Kick-Off and Peer Coach Matches	Onsite/Virtual 1:1s with Leaders	Onsite/Virtual 1:1s with Leaders	Onsite/Virtual 1:1s with Leaders	Onsite/Virtual 1:1s with Leaders	Onsite/Virtual 1:1s with Leaders
HCLHC Assessment - Individual	Customized Lunch and Learns	Customized Lunch and Learns	Customized Lunch and Learns	Customized Lunch and Learns	Customized Lunch and Learns
AACN (2016) HWE Survey					AACN (2016) HWE Survey


Online, on demand mobile learning platform with structured curriculum and objectives aligned with each level complements onsite relationship development and Learning Labs. Content is self-paced and delivered in "small bites" of microlearning that activates knowledge through a Learn Do Inspire methodology.

AACN's Healthy Work Environment Assessment Tool

- Screening tool
- Metric used to gauge improvement
- Evidence-based and relationship centered
- Consists of 18 questions: 3 questions relating to each standard
- Scale
 - Strongly Disagree (0)
 - Disagree (1)
 - Neutral (2)
 - Agree (3)
 - Strongly Agree (4)




6 Standards: AACN Healthy Work Environment




Skilled Communication




True Collaboration




Effective Decision Making



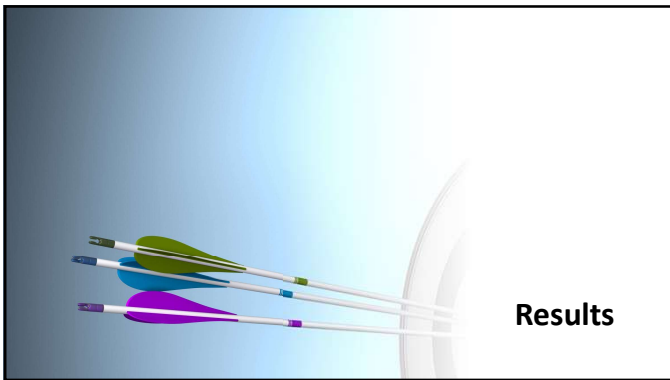
Appropriate Staffing



Meaningful Recognition



Authentic Leadership

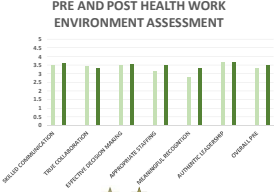


Rural Non-Magnet: HWE Pre and Post

Quantitative Pre = January 2021 Post = October 2021

	PRE	POST
Small Rural Hospital: HWE		
Number of Leaders	6	6
Number of Leaders with one or less direct reports participating in assessment	0	0
Number of Leaders with 2 or greater direct reports participating in assessment	6	6
Number of Assessments sent	144	148
Number of completed surveys	83	70
Overall % Participation	58%	47%
Overall average HWE score all areas	3.34	3.48

PRE AND POST HEALTH WORK ENVIRONMENT ASSESSMENT



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Rural Non-Magnet: Changes During HCL-HC

Onsite Changes – All new to the site	HWE Standard	Magnet Standard
Professional Governance	True Collaboration; Effective Decision-Making	Structural Empowerment
Clinical Ladder	Meaningful Recognition*	Exemplary Professional Practice New Knowledge, Innovations, & Improvements
DAISY	Meaningful Recognition*	Exemplary Professional Practice
Outreach with Academic Partners	Appropriate Staffing* True Collaboration	Transformational Leadership
Intern Program	Appropriate Staffing* True Collaboration	Exemplary Professional Practice
Collaborative Publication on HCL-HC Experience (Leclerc, et al., 2022)	True Collaboration Authentic Leadership	New Knowledge, Innovations, & Improvements; Exemplary Professional Practice

* Identified as biggest opportunities for improvement in pre-assessment.

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Rural Non-Magnet - Qualitative

- “I’ve learned to see my triggers during the day. When I get overwhelmed or anxious, I take the 3-5 minutes to do my Mindfulness Moment and I’m ready for the next thing. Makes me better for other people.” (Self)
- “I learned to be an Edgewalker. I’ve been challenged to cross the edge of where we’ve always been and consider where we can go, especially when having to work within so many rules and regulations.” (Connector)
- “True collaboration has emerged from where we used to be which was working in silos.” (Connector)
 - “L&D nurses offered to be helping hands to ICU without being asked.”
- “Watched the nursing departments work to better themselves for the betterment of the organization. “(Upholder- Social & Organizational Awareness).

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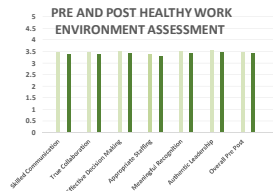
University Magnet Hospital – HWE Pre and Post

Quantitative

Large Magnet Hospital: HWE	PRE	POST
Number of Leaders	33	33
Number of Leaders with one or less direct reports participating in assessment	0	0
Number of Leaders with 2 or greater direct reports participating in assessment	33	33
Number of Assessments sent	1950	*1950
Number of completed surveys	569	284
Overall % Participation	30%	14% ★
Overall average HWE score all areas	3.48	3.40

* Approximately 12% each were undelivered staff no longer employed by organization.

Pre = October 2021 ★ Post = June 2022



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University Magnet Hospital – Changes During HCL-HC

Onsite Changes – All new to the site	HWE Standard	Magnet Standard
Recognition Boards	Meaningful Recognition	Exemplary Professional Practice
Weekly Emails/Newsletters Weekly Podcast	Skilled Communication	New Knowledge, Innovations, & Improvements; Transformational Leadership
Visibility on Unit	Authentic Leadership	Transformational Leadership
Academic Partnerships	Appropriate Staffing	Transformational Leadership
Increased Focus on Well-Being	Authentic Leadership	Exemplary Professional Practice
Power of the Flock – Weekly Award Prize Wheels - Recorded videos of the drawings for those who had completed education on time; bring in “celebrities” to do the draw	Meaningful Recognition	Exemplary Professional Practice

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University Magnet Hospital - Qualitative

- “Being mindful and present in the moment was something I knew I should do but just never ‘had the time.’ I think this is very realistic to how many of us are always busy and don’t take the time to invest in ourselves.” (Self)
- “As leaders we must never cease to continually improve, adapt, and innovate. Human-Centered Leadership provides us with an evidenced-based label and roadmap to help us along the way.” (Awakener)
- “As a new nurse manager, I really appreciated the way we were able to safely share our challenges and different experiences. It was a really good perspective to know I wasn’t the only one facing certain challenges...even when we might be leading different specialties.” (Connector – psychological safety).
- “I learned the value of recognizing I don’t have to be perfect. I now embrace learning from failure and mistakes. Being vulnerable with my team builds trust...that was a big realization.”(Upholder, Connector)

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Conclusions

- **HCL-HC and HWE**
 - **Magnet Hospital:** HCL-HC reinforces strong baseline HWE standards
 - **Non-Magnet Hospital:** HCL-HC accelerates path to excellence with focus on building HWE through leadership development focusing on professional governance, change management, clinical advancement, certification, recruitment, & retention. All done through dimensions of Awakening, Connecting, and Upholding
- **Engagement and Psychological Safety**
 - **Magnet & Non-Magnet Hospitals:** Centralized/local/one site: leaders felt psychologically safe in sharing problems and solutions
- **Response Rates - Post-intervention:**
 - **Magnet Hospital:** COVID; leaders in staffing
 - **Non-Magnet Hospital:** strong response rate; smaller facility

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Recommendations

- **Context:** When integrating HCL-HC, ensure cohorts are within similar role categories
 - Clinical leaders should be grouped in a way that promotes psychological safety.
- **Length of HCL-HC:** Consider shortening the program to maintain engagement.
- **HWE Standards:** Continue to use AACN HWE assessment and consider research to compare Magnet, PTE, and Non-Magnet/Non-PTE Hospitals with **raw data**. Note: Permission now obtained from AACN to use own surveys to collect raw data.

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Show me some more evidence!



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