Creating & Sustaining Magnet® Culture through Transformational Leadership
Webinar Logistics

1. Webinar recording (1 day)
2. Streaming audio (PC/phone)
3. Muted; Ask Questions (Q&A panel)
4. Polls
5. Resources provided post-webinar
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Vice President of Nursing Excellence, Analytics
Today’s Objectives

1. Define and discuss transformational leadership

2. Describe the characteristics of a Magnet® organization and Magnet® culture

3. Discuss the role of the transformational leader in creating and sustaining Magnet® culture
Transformational Leadership

What are attributes of transformational leadership style that lead to satisfied nurses?
Definition of Transformational Leadership

Langston University (n.d.) defines transformational leadership:

“…as a leadership approach that causes change in individuals and social systems. In its ideal form, it creates valuable and positive change in the followers with the end goal of developing followers into leaders. Enacted in its authentic form, transformational leadership enhances the motivation, morale and performance of followers through a variety of mechanisms. These include connecting the follower's sense of identity and self to the mission and the collective identity of the organization; being a role model for followers that inspires them; challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers, so the leader can align followers with tasks that optimize their performance” (para. 1).

Transformational Leadership

- James Macgregor Burns (1978) created concept
- Gained momentum in organizational psychology
- Bernard Bass (1985) further developed to include 4 distinct characteristics:
  - Idealized influence
  - Individual consideration
  - Inspirational motivation
  - Intellectual stimulation
- Adopted by Magnet® Recognition Program in 2008
## Transformational Leadership Components

<table>
<thead>
<tr>
<th>Component</th>
<th>Leader Attribute/Behavior:</th>
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<tbody>
<tr>
<td>Idealized Influence</td>
<td>• Admiration, trusted&lt;br&gt;• Charismatic&lt;br&gt;• Empathetic and supportive&lt;br&gt;• Mentor, role model&lt;br&gt;• Mission driven&lt;br&gt;• Clear values</td>
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<tr>
<td>Inspirational Motivation</td>
<td>• Motivate through challenge&lt;br&gt;• Articulate vision&lt;br&gt;• Encourage individual and team spirit&lt;br&gt;• Support goal achievement</td>
</tr>
<tr>
<td>Intellectual Stimulation</td>
<td>• Challenge status quo&lt;br&gt;• Promote creativity&lt;br&gt;• Team decision making and problem solving</td>
</tr>
<tr>
<td>Individual Consideration</td>
<td>• Attends to individual needs&lt;br&gt;• Appreciates individual and team contributions&lt;br&gt;• Encourages personal/professional growth&lt;br&gt;• Promotes self-fulfillment</td>
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The Magnet® Journey
Characteristics of a Magnet® Organization

• Improved nurse satisfaction and outcomes
• Improved patient satisfaction and outcomes (including lower mortality)
• Cost reduction
• Community recognition/competitive edge
• Recognized by healthcare and quality orgs
• Positive collaborative relationships
• Increased scholarly output/research
What is Magnet® Culture?

Magnet® culture is underpinned by:

• Quality/safety
• Nursing excellence
• Innovation
"Culture eats strategy for breakfast."

-Peter Drucker; Management consultant & author
Magnet® Journey High

- Journey is transformative
- Top 7% hospital
- Collaboration of staff, managers, and executive leaders thematically important
- Leader-staff relationship is key to nurse satisfaction with the journey and beyond
- “Magnet slippage”
Using Transformational Leadership to create and sustain Magnet® culture
Creating Magnet® Culture

Support cultural underpinnings:

• Transformational Leader supports Healthy Work Environment

  Safe (patient safety/quality AND nurse work safety)

  Empowering (nurse involvement is breeding ground for innovation)

  Satisfying (happy nurses lead to nursing excellence)
Creating Magnet ® Culture

Support cultural underpinnings:

- Practice Environment Scale instrument validates components of Magnet® culture to include
  
  Nurse participation in hospital affairs
  
  Nursing foundations for quality of care
  
  Nurse manager ability, leadership & support of nurses
  
  Staffing and resource adequacy
  
  Nurse-physician relations
Sustaining Magnet® Culture

• Exhibit consistent effort
• Maintain Magnet® Steering Committee
• Year-round recognition
• Performance appraisals should support Magnet® priorities
• Support continuous learning/development
• Ensure organizational agility
## Transformational Leadership and Magnet® Sustainability

<table>
<thead>
<tr>
<th>Magnet® Culture Concept:</th>
<th>Transformational Leadership Component/Attributes:</th>
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</thead>
<tbody>
<tr>
<td><strong>Quality/Safety:</strong></td>
<td>• Idealized influence (role model, trust)</td>
</tr>
<tr>
<td>• Healthy work environment component of safety</td>
<td>• Intellectual stimulation (teamwork, creativity, challenge status quo)</td>
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<tr>
<td>• PES subscale of Nursing foundations for quality of care</td>
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<tr>
<td><strong>Nursing Excellence:</strong></td>
<td>• Inspirational motivation (articulate vision, motivate)</td>
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<tr>
<td>• Healthy work environment component of nurse satisfaction</td>
<td>• Individual consideration (attend to individual, support growth, self-fulfillment)</td>
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<tr>
<td>• PES subscale of Nurse manager ability, leadership, and support of nurses; Staff and resource adequacy</td>
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<tr>
<td><strong>Innovation:</strong></td>
<td>• Intellectual stimulation</td>
</tr>
<tr>
<td>• Healthy work environment component of nurse empowerment</td>
<td>• Individual consideration</td>
</tr>
<tr>
<td>• PES subscale of Nurse participation in hospital affairs and Nurse-physician relations</td>
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Transformational Leaders' Role

• Executive management sets tone
• Integration of three groups - executive leaders, managers, and staff
• Include and develop middle management
Executive Leader

• High performance work practices:
  
  Engage employees
  Align leaders
  Develop workforce
  Empower front lines

• Redundant communication that ties all initiatives back to the mission/vision/values
Development of Nurse Manager

• Review existing tools
• Tap into your organizational resources
• Assign mentors
• Develop nurse managers’ emotional intelligence
Summary
Questions?
Don’t Miss the Next Webinar!

Impacting the Emergency Department’s Margin through Acute Care

March 22nd at 2 pm EDT
Questions? Contact Us!

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References


References


