

YOURS, MINE & OURS

A Conceptual Application of Transformational Leadership in Building a Positive Nursing Culture

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BACKGROUND

Fairmont Medical Center operates a 12 bed Emergency Department with 42 acute care beds. The community has been served by this facility since 1939 when Fairmont General Hospital first opened. After closing in March 2020, WVU Medicine reopened the facility as a campus of J.W. Ruby Memorial Hospital, just 3 months later.

ABSTRACT

The COVID-19 pandemic, alone, was enough to induce an extreme level of anxiety for all health care professionals. Although, this group of nurses experienced obstacles of another sort. The nursing culture was a medley of values, old habits and multiple emotions. Leadership had to recognize the underlying organizational culture in order to address resistance to change. The situation compares to the 1968 film, "Yours, Mine and Ours" with those very words spoken; "yours and mine" but without the pillow fights. With patience and clear direction, all bonded into one large blended family with a shared vision.

DEFINITION

Transformational leadership is an approach that requires the leader to **empower and motivate** team members.

PROCESS

- Convey a sense of purpose and shared values.
- Encourage an environment of trust.
- Be inclusive with other departments within the organization.
- Look for opportunities to celebrate.
- Engage the team while valuing individual differences.
- Make accountability an expectation.

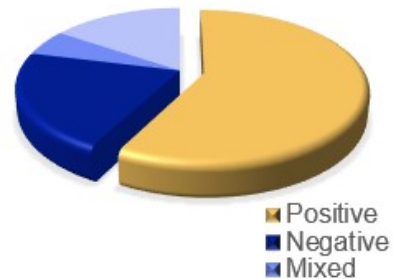
MOVING FORWARD

Positive feedback from staff and patients are sources of inspiration while staff feedback Press Ganey scores give a means for measure. The aim is to express clear expectations and recognize others for the value each brings to the organization. Celebrating successes will continue to build commitment while unity is a motivation shared.

IMPLEMENTATION

- Daily Rounding
- Clear Communication
- Follow Through
- Interdepartmental Rounding
- Show Appreciation
- Birthdays, Weddings, Babies, New Homes
- Employee of the Month
- Shared Governance
- Team Building
- Community Involvement
- Uphold Policy
- Demonstrate Integrity
- Embrace Conflict

COMMENT DISTRIBUTION



CONCLUSION

When introducing innovation or transformation, nurse leaders must recognize that cultural change cannot be commanded. It can only be inspired. The transformational leader motivates staff by appealing to higher ideas and moral values while remaining authentic and focused. With a focus on engaging staff, leadership has fostered an environment that empowers the nurses creating a sense of belonging and ownership.

REFERENCES

This report draws on references consisting of several articles that contain research data conducted in acute care inpatient hospital settings. Most of the literature is descriptive and correlative in design relating to transformational leadership, management and nursing culture. Studies set outside inpatient areas or incorporating highly specialized patient populations have been excluded.