



Improving Nurse Leaders' Knowledge &
Confidence in Transformational Leadership
Skills in the Online Environment

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Background

- AHRQ asserts that leadership is critical to the success of organizations & to ensure successful outcomes
- COVID-19 pandemic changed the way leaders work & communicate with each other & their teams
- In-person meetings quickly shifted to online utilizing Microsoft Teams® virtual technology
- *Transformational leadership* is a key ANCC Magnet® attribute

Literature Review

- Databases: CINAHL, ASP, Medline, Johanna Briggs, Cochrane
- Keywords: *nurse leaders, online & virtual leadership, E-leadership, AONL leadership competencies, transformational leadership, competence*
- Literature Review Summary:
 - AONL competency-based education may improve nurse leaders' knowledge & confidence in transformational leadership skills in the online environment
 - Online learning can be used for nurse leader development
 - Gaps: lack of studies and competency self-assessment instruments that effectively measure nurse leader competency, impact of the pandemic on leadership

Problem



Leaders received no orientation to Teams® nor education about how to adapt transformational leadership style to the online environment



Leaders reported varying levels of knowledge & confidence about online leadership



Lack of knowledge & confidence impeded leaders' ability to stay connected with their teams & maintain trust



Education for leaders was needed

Purpose/Aim

To develop, implement, and evaluate online modules to improve *knowledge* and *confidence* related to transformational leadership, communication, and relationship management competency in the online environment

Methods/Approach

- A pre-and post-evaluative design was used.
- The setting was anywhere the participant chose, provided they had computer and internet access.
- The population of interest was nurse leaders; the sample included directors, managers, and assistant nurse managers.
- Sample recruitment included email invitations with addresses acquired from Chief Nursing Officers
- Time frame was 4 weeks

Methods/Approach



Outcome Variables

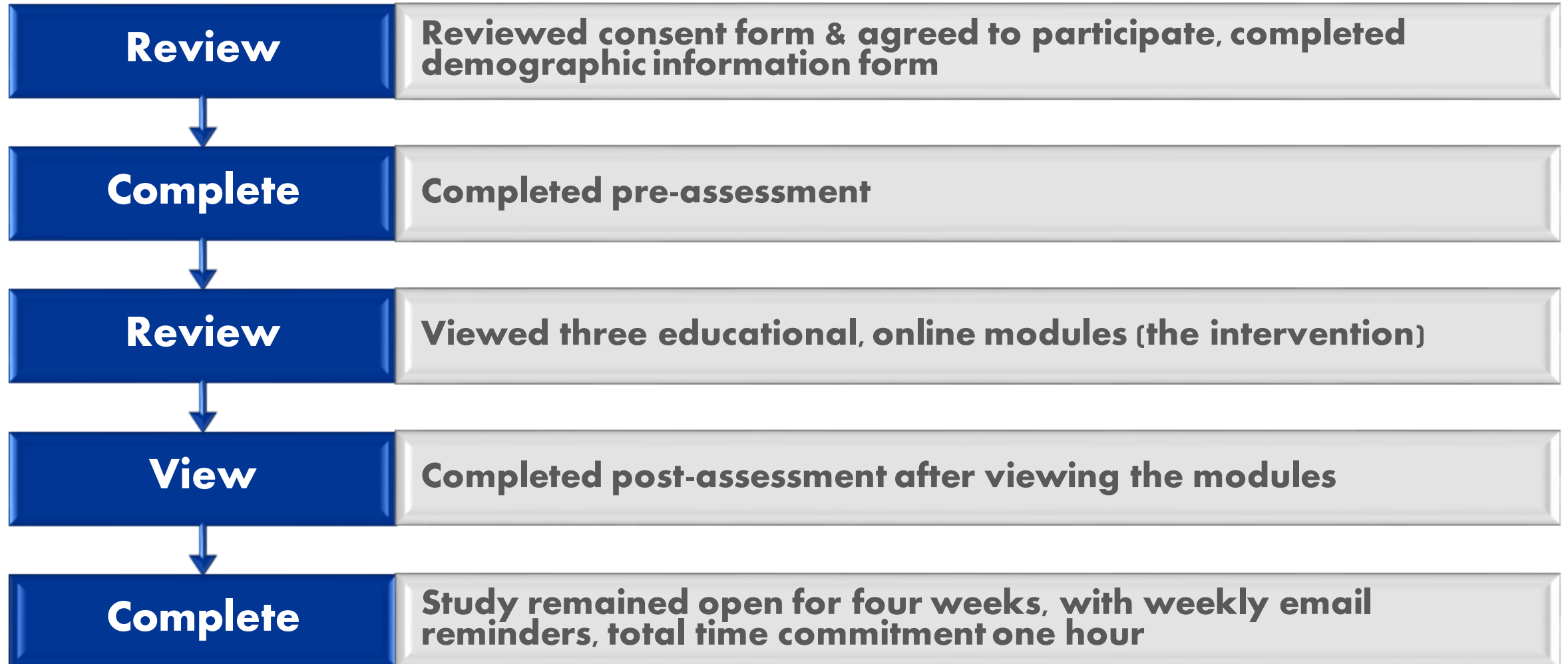
Knowledge and confidence in achieving the AONL transformational leadership, communication, and relationship management competencies in the online environment.



Measurement instrument

Adaptation of the actual AONL competencies & a knowledge and confidence subscale with each of the competencies included in each subscale.

Participant Procedures



Data Analysis



Data from the measurement instrument was converted from ordinal to interval to facilitate using parametric statistics



Scores were obtained by adding a 1-5 score for each response

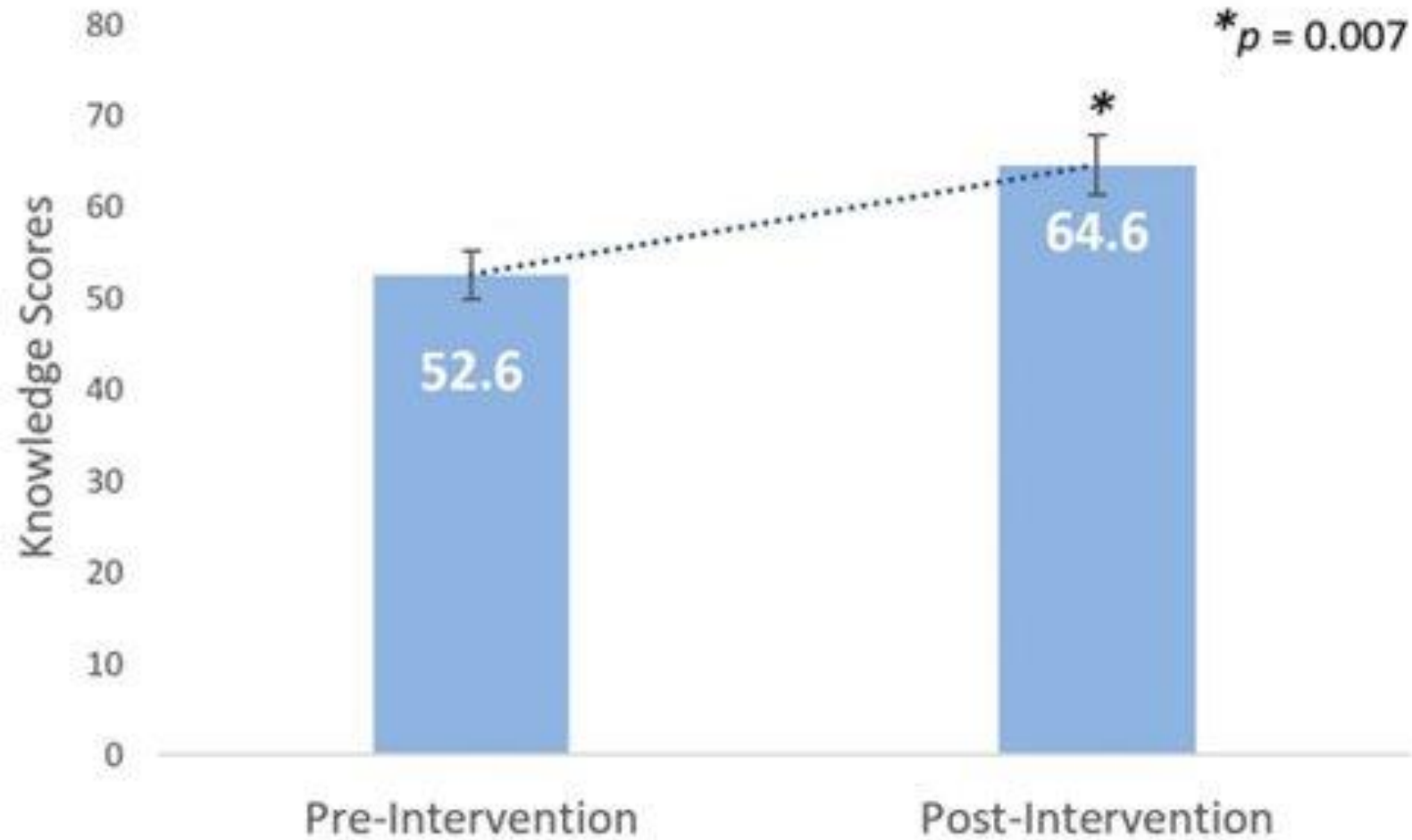


3 subscales with 7 response items each = 21 response items each for knowledge & confidence

Results: Demographic Characteristics

- Ages ranged from 38-65 years, mean of 52.1, \pm 10.75
- 90%: female, employed full-time, worked inpatient setting
- 50% BSN, 50% MSN
- Years as a nurse ranged from 10-43 years, mean of 25.7, \pm 11.83
- Years in leadership ranged from 1-21 years, mean of 8.9, \pm 7.79
- No significant correlations were found related to the demographic characteristics and the pre- or post-assessment scores

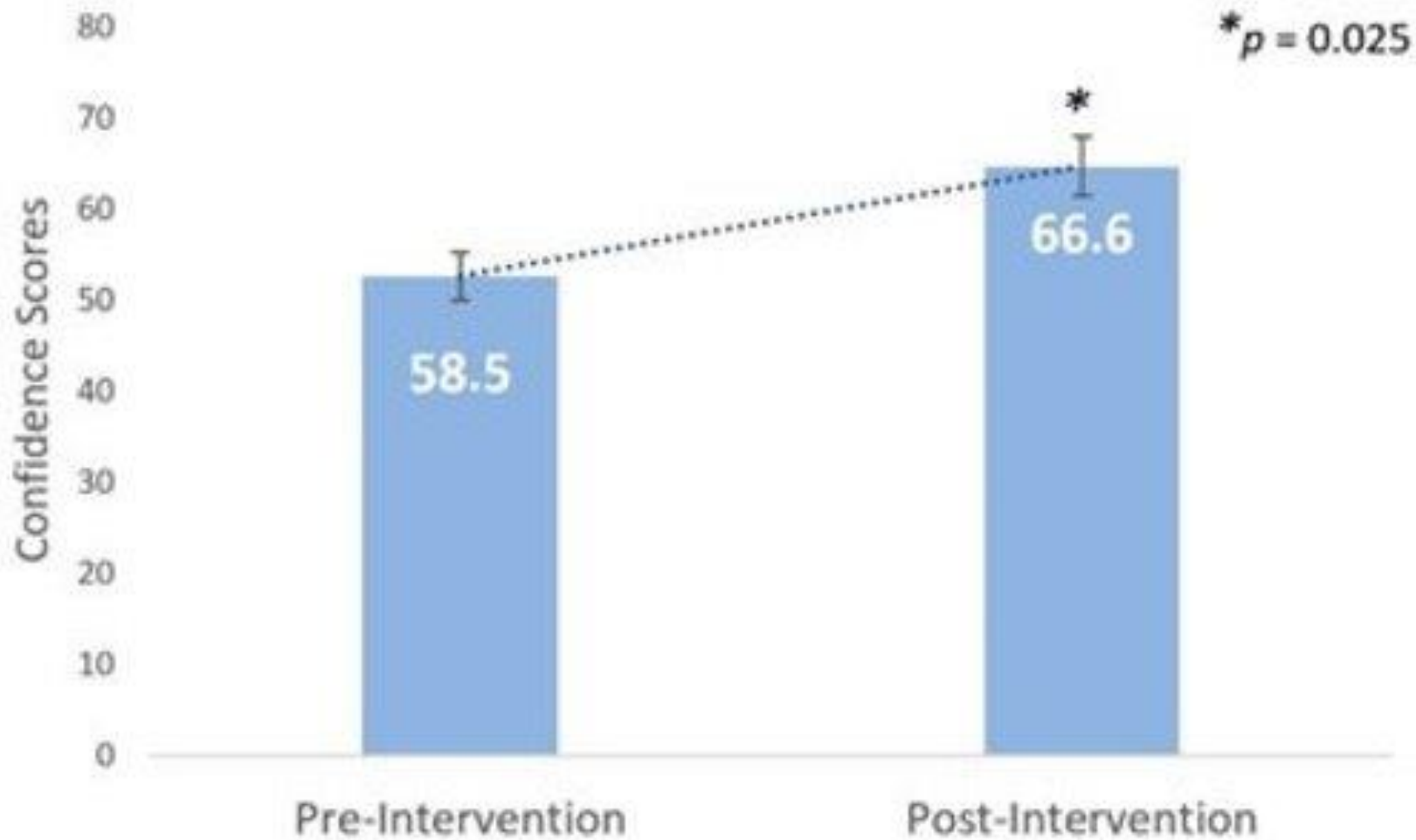
Results: Knowledge



Areas of Greatest Improvement

- Making Oral Presentations
- Creating a trusting environment
- Inspiring Undesirable behaviors
- Managing undesirable behaviors

Results: Confidence



- Areas of Greatest Improvement
- Utilizing all Teams features
 - Creating a shared vision
 - Building trust

Conclusion

- AONL competency-based education for nurse leaders improves their knowledge & confidence utilizing online transformational leadership.
- The pandemic has changed how leaders communicate with their teams, virtual meetings are here to stay, leaders must adapt to the online environment.
- To survive and thrive in the post-pandemic environment, organizations must support nurse leader development & provide needed training and tools.

Implication for practice

- As leaders adapt & grow, they learn to lead, innovate, and inspire their teams as knowledgeable and confident leaders.
- Transformational leaders engage their teams, create a vision, and lead them through challenging times. Leaders with highly engaged teams create an environment that promotes nursing excellence which corresponds with improved patient outcomes.
- We can advocate for & provide ongoing nurse leader development opportunities including formal education & mentoring.
- Potential for replication with other specialties & ancillary department leaders.
 - Would make the modules interactive in Healthstream to facilitate learning

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My family

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- Husband Richard
- Sons Zach and Lucas and their families



Questions?

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