

## Objectives

- Illustrate how to use authentic leadership to create a culture of engagement and accountability.
- Employ a 24/7 leadership model by transforming charge nurses into nurse leaders.
- Describe how to engage hospitalists in the patient experience.



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## Developing Authentic Leaders to Form the New Patient Experience

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Paula Bostwick RN, MSN



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## Parkview Health



Parkview Regional Medical Center

8,800 employees  
340 employed physicians  
8 Hospitals, 990 total beds  
Annual Revenues: \$1.1 billion  
Patient Encounters: 1,675,786  
Service Area Population: 890,000  
14 counties in northeast Indiana and northwest Ohio



Parkview Hospital



Parkview Ortho Hospital



Parkview Noble



Parkview LaGrange



Parkview Behavioral Health



Parkview Huntington



Parkview Whitley

501(c)(3) Non-profit community healthcare system serving northeast Indiana



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## Patient Experience Matters

- Consistent relationship between higher patient experience and lower hospital complications (Health Services Research 2010) as measured by the Patient Safety Indicators
- Higher patient satisfaction scores are associated with lower hospital inpatient mortality rates for patients with AMI (Circulation: Cardiovascular Quality and Outcomes (2010))
- British Medical Journal article (2013) summarized 55 studies, linking greater patient satisfaction with their hospital experience to better patient adherence to treatment guidelines, lower mortality rates, and fewer complications



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## Leadership Matters

- Leadership adjectives:
  - Transactional
  - Transformational
  - Servant
  - Situational
- Authentic Leadership



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## Authentic



Authentic Brand – contain the attributes deemed essential by those who give it value, which are the followers



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## Authenticity

- Value Based
  - Integrity
  - Ethics and morals
  - Trust
  - Relationships
  - Learning
- Cardinal Virtues from Ancient Greek Philosophy:
  - Prudence
  - Temperance
  - Justice
  - Fortitude



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## Authentic Leadership

AACN: Leaders who embrace healthy work environments, authentically live it, and engage others in its achievement

Bill George: An authentic leader is more interested in empowering employees than in money or personal power, and is guided by compassion and heart in everything they do. Authentic leaders are dedicated to continued personal growth and committed to building lasting relationships and strong organizations.

Bill George: Demonstrate Passion for their purpose, practice their values, lead with their hearts, establish long-term meaningful relationships and have the self-discipline to get results.



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## Authentic Leaders

**Balanced processing** – open to different views, analyze data, explore others' opinions before making a decision

**Internalized moral perspective** – self regulation guided by an internal moral standards rather than external pressures to regulate one's behavior.

**Relational transparency** – openly sharing information and feelings

**Self awareness** – understand own strengths, weaknesses, and being aware of and trusting one's feelings



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## 10 Things Authentic Leaders Do

- Tell the truth
- Lead from the heart
- Follow moral values
- Have courage
- Build teams
- Deepen themselves
- Dream
- Take care of themselves
- Commit to excellence, not perfection
- Leave a legacy



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## How to develop

- Connect to purpose – know why do you come to work
- Know your stories and learn from them
- Share your stories, develop relationships
- Translate values into action
- Learn to set aside external measures of success
- Lead with your heart
- Develop self-discipline
- Stay grounded



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## Transforming Charge Nurses into Authentic Nurse Leaders



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## Charge Nurses



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## Party Central!



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### Vision

- Parkview Regional Medical Center
  - Center of Excellence
  - Outcomes



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### Sharing the Dream

- Coworkers involved in decision making process
- Encourage innovation
- Interdisciplinary patient care teams
- Accountability through transparency
- Commitment to Excellence

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## Sharing Expectations

- Leadership position
- 24 hour ownership
- Outcome focused
- Role model
- Culture of Safety

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## Developing Nurse Leaders

- Communication
  - NL group emails
  - Practiced conflict management
  - Huddles
  - Rounding together
- Performance Management
  - Role model
  - Rounding on coworkers
  - Rounding on patients
  - Coaching coworkers

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## Consistent Role Models

- Daily connection with patients
- Connection with coworkers
  - Assigned a small group of coworkers to each NL
- Huddles
  - Tracking of daily metrics
  - Core measures
  - Safety



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## Transformation to Ownership

- Bedside coworkers
  - Teamwork
  - Engagement
  - Autonomous practice
  - Own outcomes
  - PRC and HCAHPS



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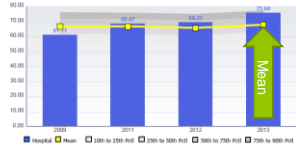
## Professional Status



Parkview Regional Medical Center

Compared by: All Hospitals  
 Peer Group: All Hospitals  
 Unit Type: Adult Medical  
 Unit: PRMC Medical 6  
 Measure: Professional Status T-Scores

NDNQI 90<sup>th</sup> Percentile 77.41  
 2013 PRMC 6 Percentile Rank 75.84  
 NDNQI 75<sup>th</sup> Percentile 72.93  
 NDNQI Mean 68.00




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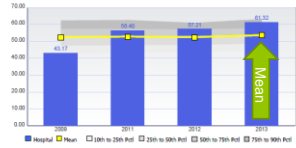
## Autonomy



Parkview Regional Medical Center

Compared by: All Hospitals  
 Peer Group: All Hospitals  
 Unit Type: Adult Medical  
 Unit: PRMC Medical 6  
 Measure: Autonomy T-Scores

NDNQI 90<sup>th</sup> Percentile 63.14  
 2013 PRMC 6 Percentile Rank 61.32  
 NDNQI 75<sup>th</sup> Percentile 58.00  
 NDNQI Mean 53.68




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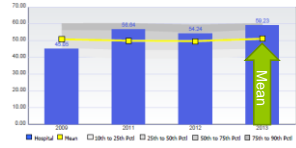
## Decision Making



Parkview Regional Medical Center

Compared by: All Hospitals  
 Peer Group: All Hospitals  
 Unit Type: Adult Medical  
 Unit: PRMC Medical 6  
 Measure: Decision-Making T-Scores

NDNQI 90<sup>th</sup> Percentile 60.27  
 2013 PRMC 6 Percentile Rank 59.23  
 NDNQI 75<sup>th</sup> Percentile 56.53  
 NDNQI Mean 51.07




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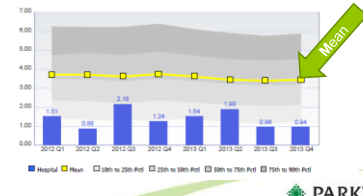
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## Total Falls per 1,000 Patient Days



Parkview Regional Medical Center

Compared by: All Hospitals  
Peer Group: All Hospitals  
Unit Type: Adult Medical  
Unit: PRMC Medical 6  
Measure: Total Patient Falls Per 1,000 Patient Days




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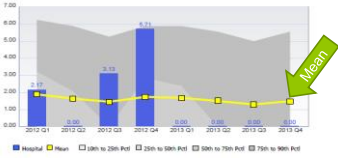
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## Percent of Surveyed Patients with Unit Acquired Pressure Ulcers



Parkview Regional Medical Center

Compared by: All Hospitals  
Peer Group: All Hospitals  
Unit Type: Adult Medical  
Unit: PRMC Medical 6  
Measure: Percent of Surveyed Patients with Unit Acquired Pressure Ulcers




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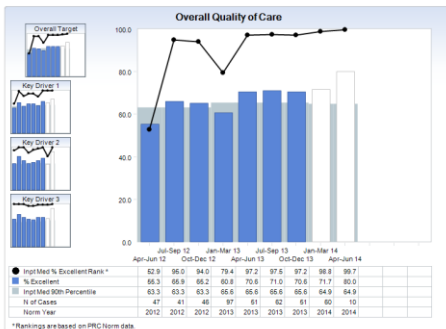
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## Key Drivers of Excellence for PRMC MEDICAL 6 by Quarter




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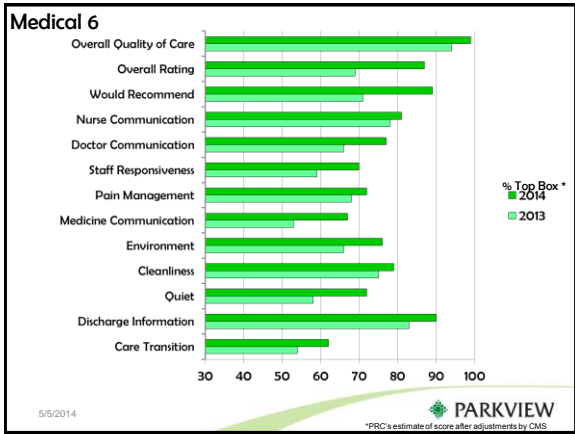
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## Collaborative Care

Engaging Hospitalists



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## Collaborative Care

- Rounding
- Skills lab



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## Collaborative Care

- Hospitalist Huddle
- Next steps – standardized checklist / rounding



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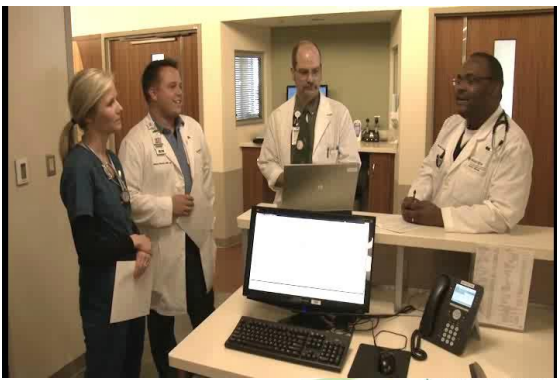
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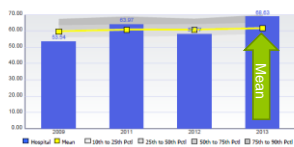
## RN-MD Interactions



Parkview Regional Medical Center

Compared by: All Hospitals  
Peer Group: All Hospitals  
Unit Type: Adult Medical  
Unit: PRMC Medical 6  
Measure: RN-MD Interactions T-Scores

NDNQI 90 <sup>th</sup> Percentile	69.82
2013 PRMC 6 <sup>th</sup> Percentile Rank	63.63
NDNQI 75 <sup>th</sup> Percentile	65.20
NDNQI Mean	61.73



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## Summary

- Revisit principles of authentic leadership and how they have been applied
- What are next steps on the journey
- Focusing on reliability and consistency – new concepts for nurse leaders

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## References

- Bishop, W. (2013) Defining the Authenticity in Authentic Leadership. *The Journal of Values-Based Leadership*, 6, article 7.
- Kerfoot, K. (2006) Authentic Leadership. *MEDSURG Nursing*, 15, 319-320.
- Wong, C. Laschinger, H., Cummings, G., (2010) Authentic Leadership and nurses voice behavior and perceptions of care quality. *Journal of Nursing Management*, 18, 889-900.
- George, B., Sims, P., McLean, A., Mayer, D. (2007). Discovering Your Authentic Leadership. *Harvard Business Review*, Reprint R0702H

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