

Leadership Rounding using Motivational Language to Mitigate a Staff Shortage

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Introduction / Literature Review

- The perioperative department (POD) has a 26% nursing turnover rate.
- Nationwide nursing shortage due to:
 - the pandemic, travel nursing, & number of graduating nurses
- Hospital retention plans based on monetary incentive – not sustainable
- Nursing leadership goal to improve retention¹
- Motivating language theory (MLT) is successful at: improving staff satisfaction, employee loyalty & employee performance.⁴
- MLT uses three facets for communication:
 - Direction-giving language - communication about organizational goals, job expectations and rewards. ^{2,3,4}
 - Meaning making - telling employees the why. ^{2,3,4}
 - Empathetic language - sharing concern or joy with an employee. ^{2,3,4}

Purpose

The purpose of this evidence-based project is to implement leadership rounding utilizing motivational language. The project aims are to:

- Observe leadership use of motivational language
- Implement leadership rounding quarterly
- Staff report a 10% increase in leadership use of ML post program implementation
- Increase retention of frontline staff by 10%

Methods



Figure 1: MLT Model

Motivating Language (New Scale – Short Form)

For each of these statements, please select how strongly you agree or disagree with the statement – from Completely Disagree, Strongly Disagree, Disagree, Agree, Strongly Agree, Completely Agree (where 1 = Completely Disagree and 6 = Completely Agree)

Direction-Giving Language

1. My boss tells me about new ideas related to my work.
2. My boss clearly defines my overall job responsibilities to me.
3. My boss always explains my specific job tasks in an understandable way.
4. My boss clearly communicates work goal expectations to me.
5. My boss always clarifies complex goals for me.

Empathetic Language

1. My boss expresses understanding when I am discouraged at work.
2. My boss always congratulates me when I make work achievements.
3. My boss always praises me for accomplishing steps towards a work goal.
4. My boss always talks positively about my efforts regardless of the outcome.
5. My boss tells me he or she understands when I have a work setback.

Meaning-Making Language

1. My boss tells me inspiring stories that help me better contribute to my work
2. My boss frequently discusses with me how I can support my personal values through job performance.
3. My boss often tells me how my contributions help achieve organizational goals.
4. My boss talks with me about why new job innovations contribute to organizational values.
5. My boss always tells me about how new work ideas contribute to organizational goals.

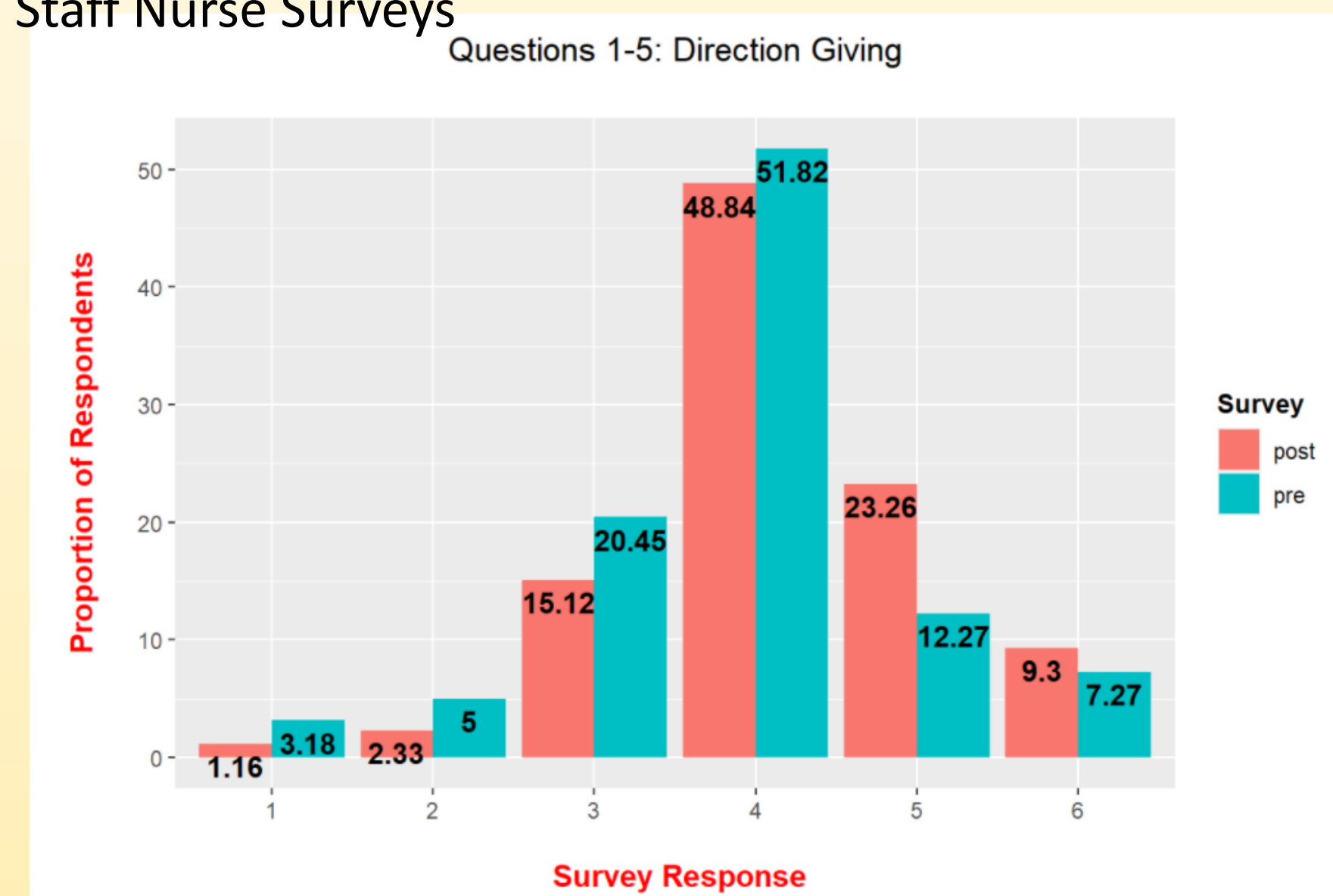
Figure 2: MLT Survey

- IRB approval was achieved
- Education provided to POD nursing leadership on the 3 concepts of MLT:^{2,3}
- Leadership asked to implement rounding with their staff.
- Staff completed surveys on leaders' use of motivational language pre- / post- rounding
- Leadership asked to complete pre- / post- survey on how they applied MLT to during rounding

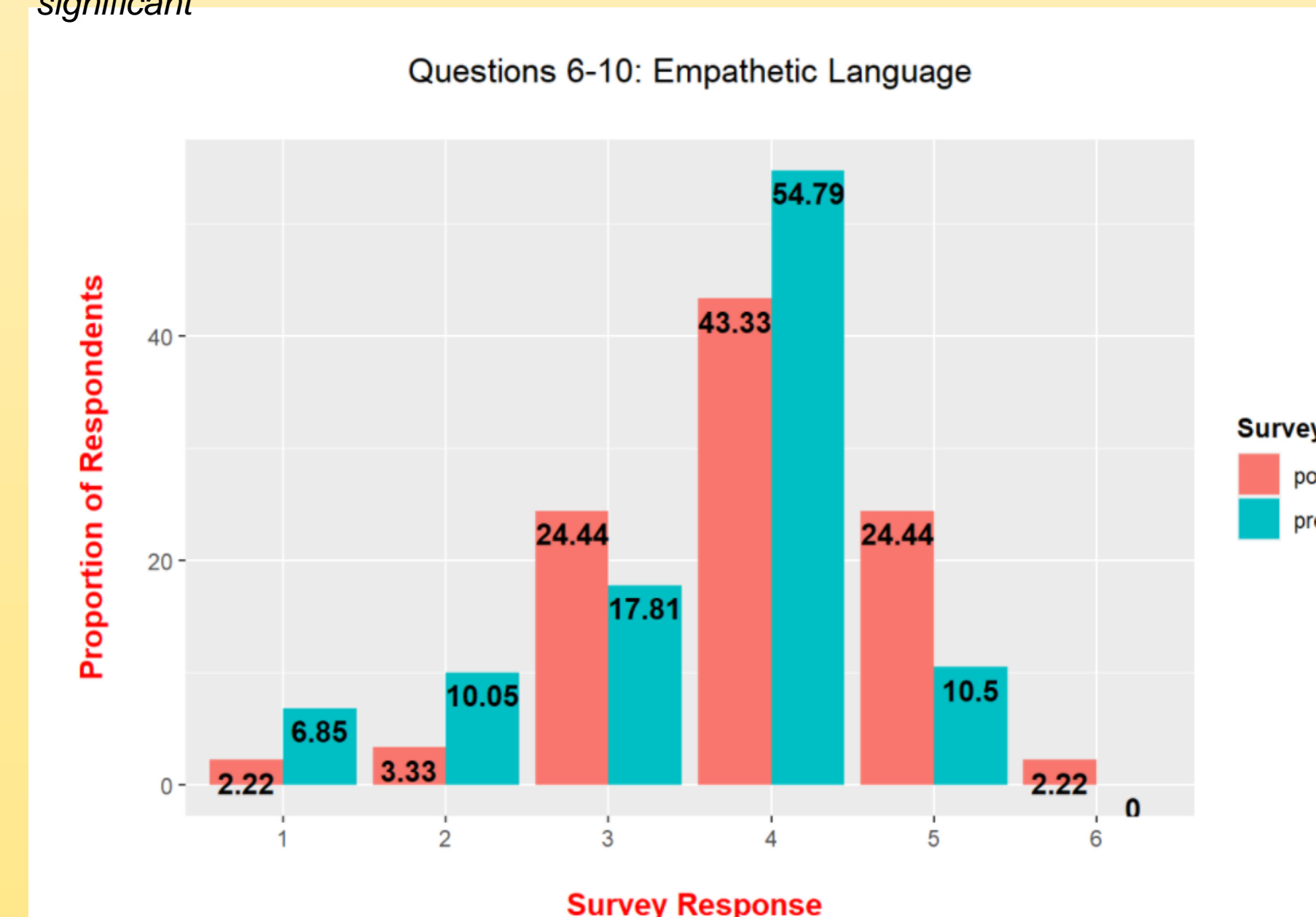


Outcomes

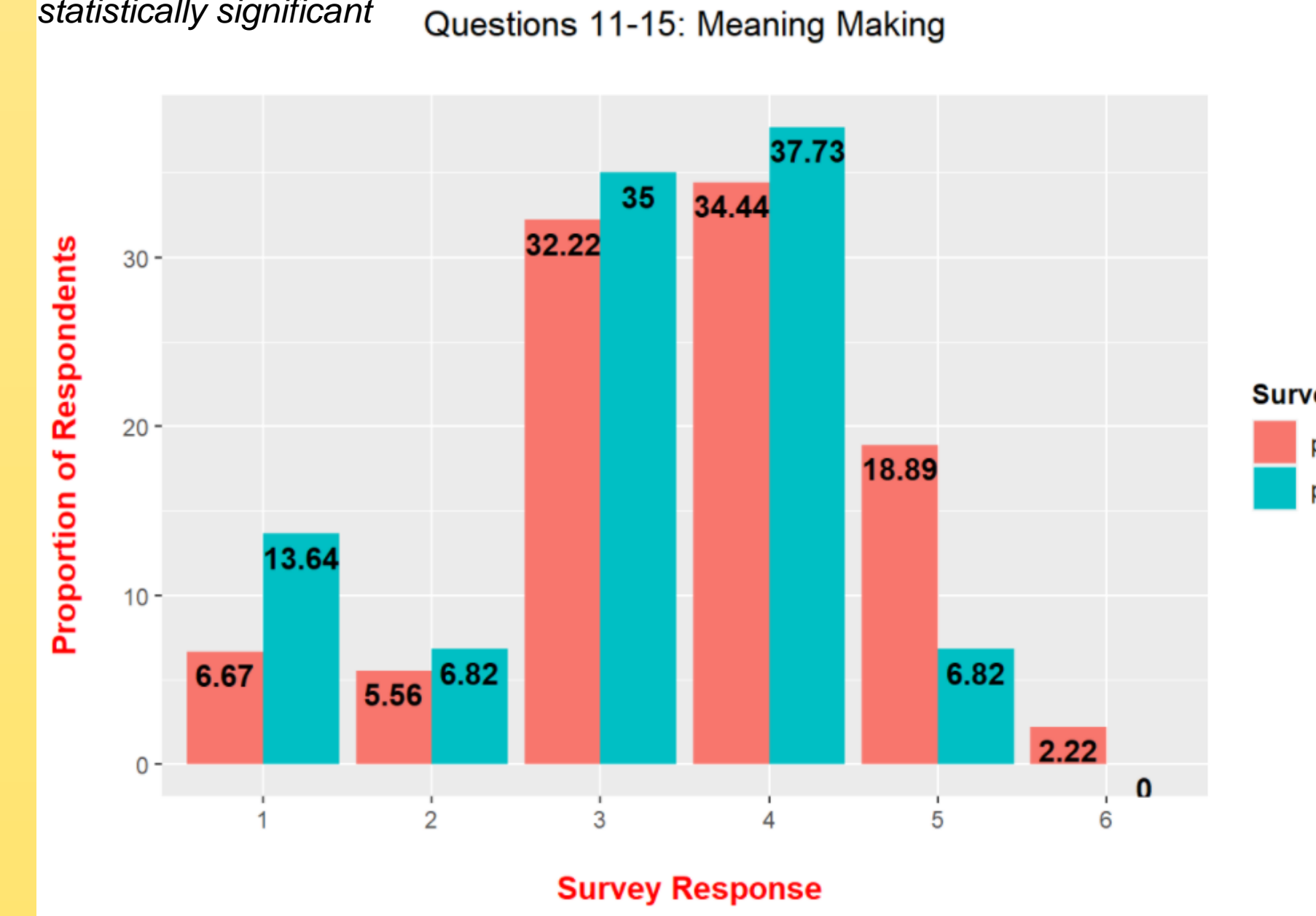
- Chi square / Fisher tests performed due to participants not paired & low volume of participants
- Data from Staff Nurse Surveys



Note: Staff Nurse Surveys; Cronbach $\alpha = 0.86$; change in responses not statistically significant



Note: Staff Nurse Surveys; Cronbach $\alpha = 0.88$; change in responses not statistically significant



Note: Staff Nurse Surveys; Cronbach $\alpha = 0.92$; change in responses not statistically significant

Evaluation

- Clinical Significance**
 - Leadership Competency**
 - Education
 - Role-played
 - Staff Perception**
 - Excitement about rounding
 - Active communication
 - Appreciate being heard
 - Documented improvement in staff engagement scores
- Statistical Analysis**
 - Statistically significant changes in responses for the 3 facets
 - Pre- / post- survey results – improved progress was noted in the data
- Sustainability**
 - Daily informal coaching sessions with both leaders and staff
 - In the Children's OR rounding practices were implemented
- Limitations / opportunities**
 - Variability in who answered the questions
 - Post survey completed by 18 staff – limited testing options
 - Due to COVID surge leadership unable to participate in the project
 - Leadership survey completed by 2 individuals – no data analysis completed
 - MLT scale was utilized – future opportunity to add question about “intention to leave”

Conclusions

- Leadership demonstrated competency with MLT concepts
- Surveys revealed statistical changes in responses
- Rounding was implemented in the Children's OR
- Staff perception was positive
- Turnover rate to be tracked by HR over the year

Sustainability

- Rounding will be done daily
- Plan to spread to other divisions with upper leadership support

References

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