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 retention
Motivating language theory (MLT) is successful at: improving staff satisfaction, employee loyalty & employee performance. MLT uses three facets for communication:
• Direction-giving language - communication about organizational goals, job expectations and rewards.
• Meaning-making - telling employees the why.
• Empathetic language - sharing concern or joy with an employee.

Statistical Analysis
Results were statistically significant for all three facets post intervention.

Empowering Language
Observe leadership use of motivational language
Communication about organizational goals, job expectations and rewards.
MLT uses three facets for communication:
• Plan to spread to other division with upper leadership
• Survey results

Meaning Making
Leadership asked to complete pre
Leadership asked to implement rounding with their staff.
Implement leadership rounding quarterly
Nursing leadership goal to improve retention
10% improvement was noted in the data
no data analysis completed

Sustainability
• Daily informal coaching sessions with both leaders and staff
• In the Children’s OR rounding practices were implemented
• Leadership survey completed by 2 individuals – no data analysis completed
MLT scale was utilized – future opportunity to add question about “intention to leave”

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 retention
  • Motivating language theory (MLT) is successful at: improving staff satisfaction, employee loyalty & employee performance.
  • MLT uses three facets for communication:
    • Direction-giving language - communication about organizational goals, job expectations and rewards.
    • Meaning-making - telling employees the why.
    • Empathetic language - sharing concern or joy with an employee.

Methods
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 any overall job responsibilities to me.
4. My boss clearly communicates work goals and 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 how 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 talks to me about how my contributions help 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 job ideas contribute to organizational goals.

Data from Staff Nurse Surveys

Figure 1: MLT Model

Leadership Rounding using Motivational Language to Mitigate a Staff Shortage
Bridget Berns, MBA, MSN, RN, CNOR
University of Iowa, College of Nursing

Evaluation
• Statistical Analysis
• Results were statistically significant for all three facets post intervention.
• Pre- / post- survey results – improved progress was noted in the data

Clinical Significance
• Leadership Competency
  • Education
  • Role-played
  • Staff Perception
  • Excitement about rounding
  • Active communication
  • Appreciate being heard
• 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 no 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

Outcomes

References
crisis

Acknowledgements
Dr. Maria Lindell Joseph for her help and guidance
Anne Troway, Patricia Ross, Jake Williams for their leadership and support of this project
Perioperative Leadership and staff for their participation in this project
University of Iowa College of Nursing Faculty
BioStats Group for statistical analysis support