


Presence of Authentic Nurse Leadership during the Pandemic: Two National Studies



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**Purpose Aims**

The significance of effective relational nurse leadership to work environment and ultimately patient outcomes is well-established and critical at present. Was it present in two pandemic years?

What were clinical nurses' and nurse leaders' perceptions of the presence of authentic nurse leadership (ANL)?

Is ANL related to healthy work environment?

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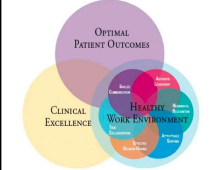
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**Theoretical Frameworks**

Giordano – Mulligan’s Authentic Nurse Leadership and AACN’s Healthy Work Environment


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## Methodology

cross-sectional, descriptive, correlational study



**Sample:**

- clinical nurses and nurse leaders
- 5,088 in Summer 2020
- 1,795 in Fall 2021
- snowball sampling with The DAISY Foundation database

**Instruments:**

- Authentic Nurse Leadership Questionnaire (ANLQ)
  - 32 items, 5 subscales, 5 pt Likert, Cronbach in both 0.99
- Critical Elements of a Healthy Work Environment Survey (CE-HWES)
  - 16 items, 6 subscales, 5 pt Likert, Cronbach in both 0.95

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**Results**

Overall ANL present "most of the time" both years

Significantly higher in managers in both studies  
\*p<0.001, \*\*p<0.01

ANLQ (scale 0-4)	2019	2020
Overall	3.17	3.19
Clinical Nurses	3.13	3.16
Nurse Leaders	3.37*	3.33**

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**Results**

ANLQ Subscale (0-4)	2019	2020
Self-awareness	3.25	3.27
Moral-ethical Courage	3.18	3.21
Relational Integrity	3.18	3.20
Shared Decision-making	3.09	3.12
Caring	3.15	3.18

All ANL domains present in both studies "most of the time" in two pandemic years

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<p><b>Results</b></p> <p>Overall HWE decreased from 2019 to 2020 (3.0 = "agree")</p> <p>Significant difference between clinical nurses and nurse leaders</p>	CE-HWES (scale 0-4)	2020	2021
	Overall	3.01	2.97
	Clinical Nurses	2.97	2.93
	Nurse leaders	3.19	3.12
		4/6 standards <3.0 for clinical nurses	5/6 standards <3.0 for clinical nurses

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<p>Moderate positive correlation ANL/HWE- Replicated third time at p&lt;0.01</p> <p>ANL is an evidence-based factor for HWE</p>	r = 0.59	r = 0.625	r = 0.58
	• first study 2019	• second study • first pandemic year	• third study • second pandemic year

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<p><b>Limitations</b></p> <ul style="list-style-type: none"> <li>• Snowball sampling method has limitations in terms of sample characteristics.</li> <li>• The cross-sectional design limits interpretation to a single moment in time.</li> <li>• Future research could consider longitudinal design.</li> <li>• Interventional studies are needed, particularly for authentic nurse leadership development and outcomes.</li> </ul>
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**Implications/Discussion**

Evidence for ANL as an effective leadership style is growing, even during these challenging times.

The presence of ANL for these thousands of US nurses in both years of the pandemic (2020 and 2021) signals strong nursing leadership for our frontline nursing workforce.

Understanding the higher perceived ANL among leaders is unknown – perhaps the “higher-ranking” role of their leaders translates to advanced leadership skills?

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**Implications/Discussion**

Authentic leadership is an essential standard for a healthy work environment to restore the environment for practice and retain/recruit our workforce after the disruption of the pandemic.

ANL is a relational leadership style, aligned with identified needs for the future direction of nursing administration leadership science.

How do we develop relational leaders?

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**References**

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**Contact Information**

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Questions?

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