

The Nightingale Challenge in An-Nan Hospital



Tainan Municipal An-Nan Hospital is a 634 – bed regional hospital in southern Taiwan. It has opened since 2013, and there are about 679 nurses working in department of nursing. The average working experience among the nurses is 3.4 year and the mean age of them is only 30.4 year-old. Chia-Pin Chang, the Director of Nursing devotes to motivate and inspire young nurses to evoke interest in becoming nurse leaders in their path of nurse profession, and to refine younger leaders’ skills to advance to next level.



Deputy Director of department of Nursing, Hsiao-Yen Hsieh, who had been participated in ICN Leadership For Change (LFC)TM programme in 2017-2018 and became one of LFC co-trainers in Taiwan. Dr. Hsieh was responsible for designing the nightingale challenge program in An-Nan hospital. The leadership training program was tailored for emerging young nurse leaders in An-Nan Hospital and offered unique local programs to develop leadership skills in both individual level and organizational level. The training program included one-hour training course per week for 9 weeks and a one-day workshop. The training program focused on individual level leadership skills such as listening, communication, conflict management, and emotional intelligence, as well as organizational level leadership skills such as teamwork, stakeholder analysis and project development. The evaluations included satisfaction and leadership skill challenges. The potential benefits included enhancing nurse recruitment and retention, ensuring effective teamwork and achieving a better organizational climate.



The nightingale challenge in An –Nan Hospital were designed in three sections. The first section was “Enhance the internal cohesion”. The course was hold once a week for five successive weeks. The lessons were listed in Table 1, and senior leaders including Director, Deputy Director, and Supervisors were invited as speakers. The key concepts in first section were team building, effective communication and leadership.



Tale 1 Schedule for “Enhance the Internal Cohesion”

Date	Lesson	Instructor
6/10/2020	Build a team: Personal value and core value of department of nursing and organizational goals in hospital Activity: Brain storming	Chia-Pin Chang, Director Hsiao-Yen Hsieh, Deputy Director
6/17/2020	Effective communication Activity: Live show	Ling-Hung Lin, Supervisor
6/24/2020	Secure environment and interview skills Activity: The World Café	Chiung -Ying Tseng, Supervisor
6/30/2020	Excellent team-building: Think out of box and break rules to achieve goals and improve staffs retention Activity: Group discussion	Nai-Chen Lu, Supervisor
7/8/2020	Leadership: Flying-geese model Activity: Tower building with pasta	Hsiu-Pei Wang, Supervisor



Votes for the personal value to be a leader
6/10/2020



Live show: Discussion of effective
communication 6/17/2020



The World Café about: Secure environment
and interview skills 6/24/2020



Activity: Group discussion: 6/30/2020



Cruise vacation: Discuss the difference
between group and team 7/8/2020

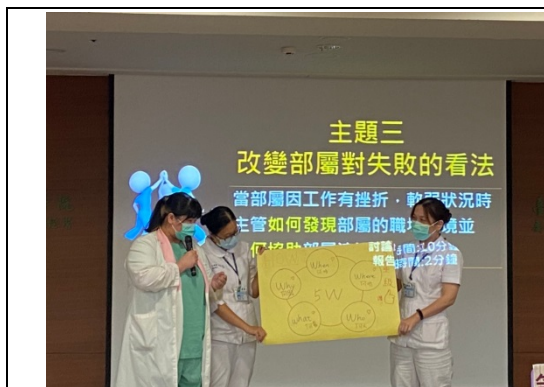


Activity: Tower building with pasta
7/8/2020

The second section was “Exercising the novice leader”. There course was hold once a week for four successive weeks. The lessons were listed in Table 2 and were delivered by four senior supervisors. The key issues in second section were cultural atmosphere creation, safe and secure environment, and challenges of novice leaders.

Tale 2 Schedule for “Exercising the novice leader”

Date	lesson	Instructor
7/14/2020	Discuss how leaders can welcome new employees Activity: Group Discussion	Nai-Chen Lu, Supervisor
7/21/2020	Roles of nurse manager and how to create safe environment.	Chiung -Ying Tseng, Supervisor
7/28/2020	Leader and Manager: Titles are not everything. Activity: video sharing of “No Complain Challenge”.	Ling-Hung Lin, Supervisor
8/4/2020	How leaders to cooperate with different type of bosses	Hsiu-Pei Wang, Supervisor



Group presentation of how to welcome new staffs 7/14/2020



Group discussion: Secure environment for telling the truth 7/21/2020



Live show: Sharing of No Complain Challenge 7/28/2020



Ted Talk: How to make employees love their jobs 8/4/2020



The final section was a workshop of “Improvement Project: Leadership and Organizational Change”. The course was held one day for 6 hours. The contents included change theory, stakeholder analysis, Kotter 8-steps and quality improvement implementation. Two of LFC co-trainers in LFC, Pay-Fan Lin and Hsiao-Yen Hsieh were invited as speakers. The participants were actively engaged during the workshop and the overall satisfaction was 4.41 (on a scale of 1-5, with 5 being the highest).



Evaluation:

There were totally 31 nurses, all aged under 35, participated in the Nightingale Challenge in An-Nan hospital. The participants were requested to evaluate their own leadership skills before and after Nightingale Challenge (Attachment A). The mean score of overall leadership slightly improved from 3.93 to 4.11. The items with the most improvement were “I enjoy working with abstract ideas”, “Technical things

fascinate me.”, “Following directions and filling out forms comes easily for me.”, ” I understand how to do the basic things required of me.”, “I am concerned with how my decisions effect the lives of others.”, and “Thinking about organizational values and philosophy appeals to me.”



The Nightingale Challenge in An-Nan Hospital leadership training program was aimed to invest in emerging young nurse leaders and gave younger nurse the opportunity for personal development, and learning leadership skills. Overall this was a great workshop that was hosted by Department of Nursing, Tainan Municipal An-Nan Hospital. Participants rated the program highly, felt more connected with each other, and engaged more in teamwork.

**Attachment A Leadership Skills Questionnaire for Nightingale Challenge
Participant Evaluation**

Tainan Municipal An-Nan Hospital August, 2020 Leadership Skills Questionnaire				
Using the number scale, circle the degree to which each task statement is accurate for you (1=None 2=A little 3= Moderate 4 = High 5= Very High)		Mean Score (Workshop 1)	Mean Score (Workshop 3)	Improvement Ratio
Item				
1	I enjoy getting into the details of how things work.	4.27	4.32	1%
2	As a rule, adapting ideas to people's needs is easy for me.	3.59	3.59	0%
3	I enjoy working with abstract ideas.	2.91	3.27	13%
4	Technical things fascinate me.	3.68	4.00	9%
5	Being able to understanding others is the most important part of my work.	4.41	4.59	4%
6	Seeing the big picture comes easy for me.	3.55	3.77	6%
7	One of my skills is being good at making things work.	3.77	3.91	4%
8	My main concern is to have a supportive communication climate.	4.55	4.68	3%
9	I am intrigued by complex organization problems.	3.59	3.68	3%
10	Following directions and filling out forms comes easily for me.	3.86	4.14	7%
11	Understanding the social fabric of the organization is important to me.	4.45	4.50	1%
12	I would enjoy working out strategies for my organization's growth.	3.95	3.95	0%
13	I am good at completing the things I've been assigned to do.	4.00	4.09	2%
14	Getting all parties to work together is a challenge I enjoy.	4.18	4.41	5%
15	Creating a mission statement is rewarding work.	3.82	4.00	5%
16	I understand how to do the basic things required of me.	4.18	4.45	7%
17	I am concerned with how my decisions effect the lives of others.	4.09	4.36	7%
18	Thinking about organizational values and philosophy appeals to me.	3.91	4.18	7%
Total Mean Score		3.93	4.11	