

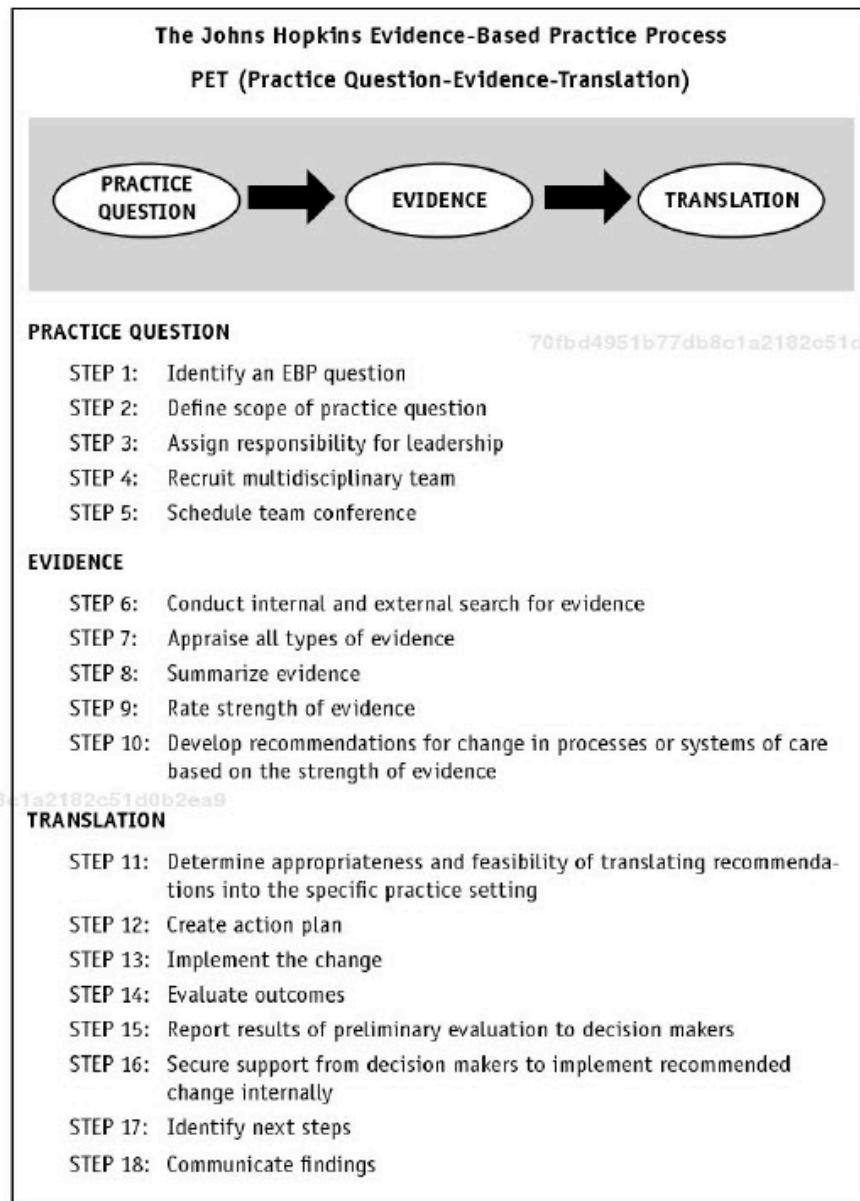
Appendix C

Figure C1. Johns Hopkins Evidence-Based Practice Conceptual Model



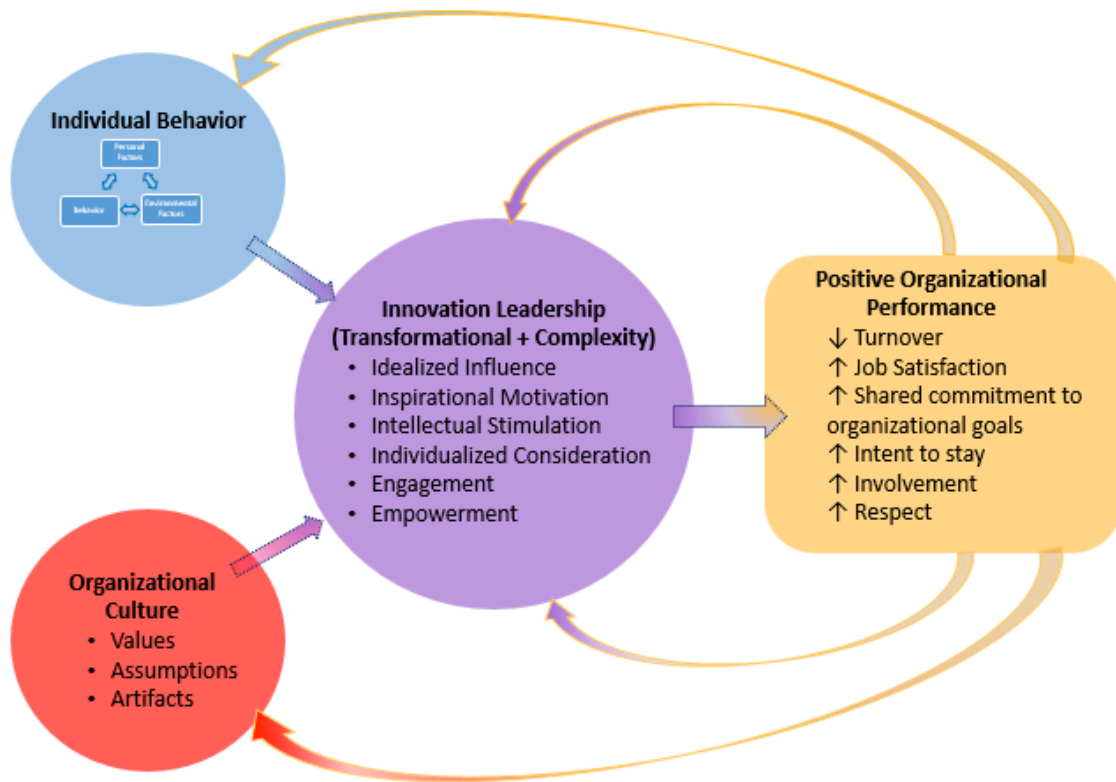
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Figure C2. Johns Hopkins Nursing Process for Evidence-Based Practice



Appendix D

Project Conceptual Model



**Appendix E**

ASU IRB Approval



**APPROVAL: EXPEDITED REVIEW**

April Hill  
CONHI - DNP

April.Hill@asu.edu

Dear April Hill:

On 7/27/2015 the ASU IRB reviewed the following protocol:

Type of Review:	Initial Study
Title:	Inspiring Innovative Leadership Behaviors to Improve Emergency Department Nurse Retention
Investigator:	April Hill
IRB ID:	STUDY00002858
Category of review:	(7)(b) Social science methods, (7)(a) Behavioral research
Funding:	None
Grant Title:	None
Grant ID:	None
Documents Reviewed:	<ul style="list-style-type: none"> <li>• Multifactor Leadership Questionnaire.pdf, Category: Measures (Survey questions/Interview questions /interview guides/focus group questions);</li> <li>• Follow up email for potential participants.pdf, Category: Recruitment Materials;</li> <li>• Banner Health Care Dept of Prof Dev letter of support, Category: Other (to reflect anything not captured above);</li> <li>• Email for potential raters.pdf, Category: Recruitment Materials;</li> <li>• Participant IRB COVER LETTER Rev3.pdf, Category: Consent Form;</li> <li>• Banner Thunderbird Research Council approval, Category: Other (to reflect anything not captured above);</li> <li>• Rater IRB COVER LETTER Rev2.pdf, Category: Consent Form;</li> </ul>

	<ul style="list-style-type: none"> <li>• Schlabach - HRP-503aTEMPLATE Rev3.2.docx, Category: IRB Protocol;</li> <li>• Education program - course objectives and outline, Category: Other (to reflect anything not captured above);</li> </ul>
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The IRB approved the protocol from 7/27/2015 to 7/26/2016 inclusive. Three weeks before 7/26/2016 you are to submit a completed Continuing Review application and required attachments to request continuing approval or closure.

If continuing review approval is not granted before the expiration date of 7/26/2016 approval of this protocol expires on that date. When consent is appropriate, you must use final, watermarked versions available under the "Documents" tab in ERA-IRB.

In conducting this protocol you are required to follow the requirements listed in the INVESTIGATOR MANUAL (HRP-103).

Sincerely,

IRB Administrator

cc: Robyn Schlabach  
 Robyn Schlabach

**Appendix F**

Approval from System and Facility



Date: July 8, 2015

To: Robyn Schlabach, MBA, RN, CNE

Cc: Dr. April Hill

From: Dr. Deborah Martin

Re: Inspiring Innovative Leadership Behaviors to Improve Emergency Department Nurse Retention

I have assessed your project proposal for implementation potential and appropriateness of the project within Banner Thunderbird Medical Center. From my review I have determined that the project is feasible and congruent with Banner Health initiatives.

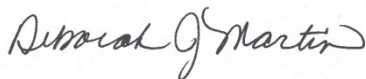
Please follow the Banner Health "Process to Approve DNP Students Academic Projects". In accordance with that process, your next steps will include submitting the following required materials to me via email:

- Banner Nursing EBP Project Proposal (done 7/6/2015)
- University IRB approval/determination letter

I will forward these materials to the chair of our Nursing Research/EBP committee for their review and approval. Please do not start this project until you have received their approval letter.

Best wishes on the successful completion of your project.

Sincerely,



Deborah J. Martin, DNP, MBA, RN, NE-BC, FACHE  
SR. Director of Professional Practice  
Banner Health



### DNP Student Project Feasibility Review

**Project Title:** Inspiring Innovative Leadership Behaviors to Improve Emergency Department Nurse Retention

**Student:** Robyn Schlabach, MBA, RN, CNE

**University:** Arizona State University

**Confirm student is a Banner Employee:** Yes

Assess the implementation potential and appropriateness of the project within the facility context. Assess environmental readiness of the project by considering the following elements:

- **Transferability:** Does it make sense to implement the innovation in this practice setting? Is the practice setting congruent with the innovation (type of patients served, staff). Does this project overlap with other projects in the unit/department? Does the project support Banner business?  
Comments: Yes, goal of project is to encourage behavior change through leadership development using education and individualized coaching to foster development of transformational leadership behaviors within the Emergency Department leadership team to identify correlation with RN retention rates.
- **Feasibility:** Assess practical concerns about availability of staff and resources, organizational climate, need for and availability of external assistance. Do nurses have control over this new practice change? Will the project be able to get local stakeholder support?  
Comments: Yes, stakeholder support has been identified through executive sponsorship of ED Director Amy Forsberg. The 18 members of the BTMC ED leadership team are stakeholders & participant group. Practical concerns regarding availability of staff and resources, organizational climate and availability of external assistance have been addressed.
- **Cost-benefit ratio:** Assess costs and benefits of the change (consider costs and benefits to patients, nurses, facility).  
Comments: Cost-benefit analysis is addressed. Project has potential for significant cost saving through reduction in RN turnover.

Approve; you may begin your project.

Do not approve. Communicate rationale to student.

  
 \_\_\_\_\_  
 Jennifer Ernst, MSN, MS, APRN, GCNS-BC  
 Chair, Nursing Research/EBP Committee

7/17/2015  
 \_\_\_\_\_  
 Date

## Appendix G

### Permission to use Multifactor Leadership Questionnaire

For use by Robyn Schlabach only. Received from Mind Garden, Inc. on September 7, 2015



[www.mindgarden.com](http://www.mindgarden.com)

To whom it may concern,

This letter is to grant permission for the above named person to use the following copyright material for his/her research:

Instrument: *Multifactor Leadership Questionnaire*

Authors: *Bruce Avolio and Bernard Bass*

Copyright: *1995 by Bruce Avolio and Bernard Bass*

Five sample items from this instrument may be reproduced for inclusion in a proposal, thesis, or dissertation.

The entire instrument may not be included or reproduced at any time in any published material.

Sincerely,

A handwritten signature in black ink, appearing to read "Robert Most", with a long horizontal line extending to the right.

Robert Most  
Mind Garden, Inc.  
[www.mindgarden.com](http://www.mindgarden.com)

**Appendix H**

Table 1

*Description of Participants*

	<i>n</i>	Minimum	Maximum	<i>Mean (SD)</i>
Age	7	34	55	45.00 (7.62)
Years in Nursing	8	8	24	16.25 (5.55)
Years as Nursing Leader	9	.50	17	7.28 (6.39)
Years in Current Position	9	.10	9	2.76 (3.35)
Years with System	9	6	30	16.22 (8.01)

Table 2

*Highest Education Level of Participants*

	Frequency	Relative Frequency (% of Total Sample)	Cumulative Frequency (Cumulative %)
Associate	2	22.2	22.2
Bachelor	2	22.2	44.4
Masters	4	44.5	88.9
Missing	1	11.1	100.0
Total	9	100.0	

**Appendix I**

Table 1

*Descriptive Statistics of Leadership Components Pre- and Post-intervention (n=9)*

	Pre		Post		M Delta
	M(SD)	Range	M(SD)	Range	
Idealized Influence (A)					
Leaders	2.64(.49)	2.00-3.50	2.78(.61)	1.75-3.50	.14
Raters	2.86(.90)	1.33-3.75	2.83(.67)	1.58-3.67	-.03
Idealized Influence (B)					
Leaders	3.11(.57)	2.25-4.00	3.17(.28)	2.75-3.50	.06
Raters	2.66(.77)	1.67-4.00	2.68(.59)	1.55-3.33	.02
Inspirational Motivation					
Leaders	3.14(.75)	1.75-4.00	3.17(.40)	2.50-3.75	.03
Raters	2.92(.69)	1.83-3.67	2.99(.65)	1.82-3.75	.07
Intellectual Stimulation					
Leaders	2.86(.40)	2.25-3.50	3.14(.53)	2.25-3.75	.28
Raters	2.71(.77)	1.50-3.45	2.84(.63)	1.75-3.73	.13
Individual Consideration					
Leaders	3.44(.42)	2.50-4.00	3.39(.49)	2.25-4.00	-.05
Raters	2.98(.73)	1.83-3.75	2.82(.58)	2.00-3.83	-.16
Contingent Reward					
Leaders	2.92(.68)	2.00-3.75	2.94(.50)	2.25-4.00	.02
Raters	2.94(.80)	1.73-3.75	2.82(.53)	2.08-3.60	-.12
Management by Exception (A)					
Leaders	1.70(.73)	.50-2.75	1.61(.60)	.75-2.50	-.09
Raters	1.73(.66)	.92-2.75	1.62(.60)	.45-2.17	-.11
Management by Exception (P)					
Leaders	1.00(.45)	.50-1.75	.81(.73)	0-2.00	-.19
Raters	.97(.68)	0-2.09	.76(.66)	.08-1.92	-.21
Laissez-faire					
Leaders	.42(.33)	0-1.00	.52(.40)	0-1.00	.1
Raters	.64(.56)	0-1.67	.57(.74)	0-2.36	-.07

Table 2

*Addition Subscales Included in MLQ5 (n=9)*

	<u>Pre</u>		<u>Post</u>		
	<i>M(SD)</i>	Range	<i>M(SD)</i>	Range	<i>M Delta</i>
Extra effort					
Leaders	2.78(.71)	2.00-4.00	2.96(.75)	2.00-4.00	.18
Raters	2.83(.95)	1.22-4.00	2.62(.78)	1.56-4.00	-.21
Effectiveness					
Leaders	2.97(.51)	2.25-3.75	3.17(.77)	2.00-4.00	.20
Raters	2.97(.94)	1.25-4.00	2.93(.76)	1.42-4.00	-.04
Satisfaction					
Leaders	3.33(.71)	2.00-4.00	3.23(.71)	2.00-4.00	-.1
Raters	3.08(.91)	1.50-4.00	2.96(.86)	1.17-4.00	-.12

**Appendix J**

Table 1

*Comparison of Leaders' Self-Evaluation Pre- and Post-intervention (n=9)*

	Pre Median	Post Median	<i>z</i> score	<i>p</i> value
Idealized Influence - Attributed	2.50	2.75	-.940	.347
Idealized Influence - Behavior	3.25	3.25	-.256	.798
Inspirational Motivation	3.35	3.25	-.061	.952
Intellectual Stimulation	3.00	3.25	-1.319	.187
Individual Consideration	3.50	3.50	-.702	.483
Contingent Reward	3.00	3.00	-.212	.832
Management by Exception - Active	1.75	1.75	-.238	.812
Management by Exception - Passive	.75	.50	-.781	.435
Laissez-faire	.50	.25	-.632	.527
Extra Effort	2.67	2.67	-.586	.558
Effectiveness	3.00	3.25	-.955	.339
Satisfaction	3.50	3.50	-.577	.564

Table 2

*Comparison of Raters' Evaluation Pre- and Post-intervention (n=27)*

	Pre Median	Post Median	<i>z</i> score	<i>p</i> value
Idealized Influence - Attributed	3.33	2.83	-.561	.575
Idealized Influence - Behavior	2.83	2.92	-.178	.858
Inspirational Motivation	3.00	2.92	-.105	.916
Intellectual Stimulation	3.08	3.00	-.415	.678
Individual Consideration	3.33	3.00	-1.127	.260
Contingent Reward	3.33	3.00	-.889	.374
Management by Exception - Active	1.50	1.92	-.507	.612
Management by Exception - Passive	1.00	.45	-.059	.953
Laissez-faire	.50	.33	-1.016	.310
Extra Effort	3.22	2.50	-.980	.327
Effectiveness	3.25	3.08	-.654	.513
Satisfaction	3.33	3.17	-.676	.499