

Supplemental Digital Content #1: Describes a program that one institution implemented to accomplish these aims.

In 2010, the nursing leadership of a large nonprofit center in the southwest committed to improving the practice environment, creating a healthy WE, and achieving Magnet® re-designation during a time of tumultuous change and internal turmoil *as a result of a c-suite change in leadership and dramatic shifts in volumes and market share*.² The chief nursing officer (CNO) created a framework of 4CP (caring + compassionate + competent + courageous = professional); the transformation process included intentional work in reflection, respect, recovery and redirection with RN clinical staff, medical staff, leadership, the board, and the community. Reduction of RA behaviors and bullying was a key focus, as well as building and strengthening the moral compass of clinical and leadership nurses.

First, monthly “Leader Connect” sessions were established with a core group of institutional nurse leaders to establish group cohesion and plan future changes. Authenticity as a leader, vulnerability as a person, and reflection as a practicing nurse through the use of guided imagery and poetry were the primary methods used by the facilitator to engage the group. Next, the institutional leaders were provided with protected time to connect with their clinical foundations through 1 hour of uninterruptable time for on unit rounding with staff, patients, families and physicians, which became known as “sacred sixty”. This time was supported by the entire organization and prohibited non-emergent meetings, phone calls or emails, which had the potential to interrupt the *line of sight* created for leaders to observe. These leader-oriented changes then spread to the bedside nurse; the goal was to foster leader-to-leader interpersonal relationships and respect, thereby leading through example.

Early outcomes from this trial program are promising: nurse job enjoyment scores increased from 60.1 to 65.9 (from below the 50th percentile in the National Database of Nurse Quality

Improvement® to above the 75th percentile). Ninety-five percent (95%; $n=989$) of nurses indicated they planned to stay on the same unit, and less than 1% ($n=989$) reported that they intended to leave the institution. Additionally, employee work engagement increased to the 93rd percentile, and retention of significant and top performers improved to 91% as measured by an internal Key Performance Indicator dashboard.