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## Transformational Leadership in Nursing Administration: A Single center Observational Study

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### Abstract

**Background.** This narrative practicum study documented an Intensive Experience in Nursing Administration conducted at Bicol Regional Hospital and Medical Center (BRHMC), a Level III tertiary government hospital in Daraga, Albay, Philippines.

**Objective.** The study aimed to (1) examine the organizational structure and governance of the Nursing Service Division, (2) analyze staffing systems and performance evaluation mechanisms, (3) evaluate the effectiveness of Infection Prevention and Control (IPC) programs, and (4) observe policy development and Continuous Quality Improvement (CQI) processes.

**Methodology.** This single center observational study was conducted at Bicol Regional Hospital and Medical Center on November 2023 during practicum.

**Results.** Interdepartmental coordination, structured onboarding, systematic evaluation mechanisms for patient safety and resource management, Infection control and prevention, and performance evaluation were the key aspects studied during the observational period.

**Conclusion.** Nursing administration at Bicol Regional Hospital and Medical Center proved transformative; safe, providing high quality patient care.

**Keywords:** Nursing administration; Nurse Leadership, Intensive Practicum, Healthcare Management; Experiential Learning in Nursing; Continuous Quality Improvement; Hospital Management.

## Introduction

The evolving complexity of healthcare systems necessitates nurse leaders who are not only clinically proficient but also administratively skilled, strategically oriented, and committed to quality care. The Master of Arts in Nursing, Major in Nursing Administration program includes an Intensive Experience in Nursing Administration course designed to bridge theoretical frameworks in nursing leadership with practical administrative exposure. This practicum was conducted at Bicol Regional Hospital and medical Center (BRHMC), a premier government referral hospital in the Bicol Region of the Philippines. Transformational leadership has emerged as a vital component in nursing administration, influencing not just patient outcomes but also the overall work environment and nurse engagement (Labrague & Obeidat 2021; AbdELhay et al., 2025).

The primary objective of this practicum were to examine the organizational structure and governance of the Nursing Service Division, analyze staffing systems and workforce allocation, evaluate infection prevention and control (IPC) systems, observe policy formulation and implementation, and integrate systems thinking along with transformational leadership principles into nursing administrative practices ( Alsadaan et al., 2023; Ystaas et al., 2023). Understanding these elements is crucial, as they interplay to create a healthcare environment that prioritizes patient safety and staff engagement, which are essential for sustaining quality care in the Bicol Region (Hamdan et al., 2024; Theucksuban et al., 2022).

## Methods

The practicum employed a qualitative observational approach through structured shadowing of nurse executives, supervisors, and administrative officers on November 2023. Participation included endorsement meetings, nursing rounds, infection surveillance activities, staffing coordination, and discussions on policy formulation. Key areas of focus were leadership decision-making, workforce management, quality monitoring systems, situational reporting, and regulatory compliance aligned with ISO 9001:2015 standards.

## Results

*Leadership in Action:* The initial courtesy call to the Chief Nurse highlighted transformational leadership qualities, emphasizing humility, strategic foresight, and interdepartmental coordination. Transformational leaders in nursing are crucial for fostering a supportive work environment, enhancing job satisfaction, and facilitating improved patient outcomes ( Boamah 2022: Peerman, 2021).

*Organizational Systems:* Participation in New Employee Orientation (NEO) underscored the importance of structured onboarding as a risk-reduction strategy. Key topics included patient safety protocols and infection control measures, which are critical components of a successful healthcare organization (Maravillas, 2025).

*Nursing Rounds:* Observations during Nursing Rounds revealed systematic evaluation mechanisms for patient safety and resource management, with an emphasis on Continuous Quality Improvement (CQI). The CQI framework is essential for maintaining high standards of care and ensuring compliance with safety protocols (Ikeda, 2021).

*Infection Prevention and Control (IPC):* The IPC unit's surveillance methods illustrated the integration of a leadership-driven culture in infection control practices, maintaining infection rates below 1%. This aligns with findings that transformational leadership fosters a positive safety culture, thereby enhancing patient care (Hamdan et al., 2024).

*Staffing and Performance Evaluation:* Challenges in staffing ratios and performance evaluation systems were identified, alongside recognition and merit-based advancement strategies. Addressing these challenges is crucial for improving nurse engagement and retention, as highlighted in various studies (AbdELhay et al., 2025; Al, 2022).

*Continuous Quality Improvement (CQI) and Policy Development:* The CQI framework focused on safety protocols and adherence to regulations, utilizing data-driven approaches for monitoring and evaluation. Such frameworks are essential for ensuring that nursing practices align with the best evidence-based standards (Ystaas et al., 2023).

## Discussion

This practicum revealed systemic challenges such as overcrowded wards and fragmented infrastructure, yet professionalism and teamwork remained evident among staff. The experience transformed the author's perception of nursing by broadening the author's understanding of systems leadership, ethical governance, and the importance of quality-driven healthcare, especially in settings where constraints can intensify day-to-day demands.

The author also learned that effective nurse must balance empathy with consistently high standards of care, aligning with evidence that supportive leadership behaviors strengthen staff performance and patient outcomes (Labrague et al., 2021; Theucksuban et al., 2022). In this context, integrating transformational leadership principles into nursing administration is essential for navigating modern healthcare complexity, particularly in regions like Bicol where resources may be limited but the need for safe, high-quality care remains high ( Labrague et al., 2021; Theucksuban et al., 2022).

## Conclusion

The clinical immersion in nursing administration at Bicol Regional Hospital and Medical Center proved transformative; underscoring that safe, high quality patient care depends not only on sound clinical competence but also on effective leadership, well-structured systems, and continuous monitoring of standards and outcomes. Through exposure to administrative processes such as coordination of staffing and resources, policy implementation, documentation oversight, and quality assurance initiatives, the author gained a deeper appreciation of how nursing leadership directly shapes patient safety, workflow efficiency, and the overall care experience. This immersion strengthened the author's commitment to becoming a nurse grounded in accountability, compassion, and excellence, while reinforcing the essential role of nursing administration in sustaining and improving quality patient care amid the demands of an evolving healthcare landscape.

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