

Effect of Training Program about the Health Sector Transformation Plan and Change Management for Nurses on their Creativity at King Faisal Medical Complex Taif, Saudi Arabia

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Abstract:

Background: One of the initiatives of Kingdom's Vision 2030, which addresses public health in general, is the health sector transformation program. Its goal is to improve the quality of health services and make it easier to access by building and renovating hospitals, healthcare facilities, and ambulatory services while also encouraging digitalization.

Aim: to evaluate the effect of training program about the health sector transformation plan and change management for nurses on their creativity at King Faisal Medical Complex Taif, Saudi Arabia. **Method:** A quasi-experimental design, in King Faisal Medical Complex, Taif on all the registered nurses (**n= 118**), using three tools were used namely: Awareness transformation plan for health sector questionnaire, Change Engagement questionnaire, and Nurses' Creativity questionnaire.

Results: There are improvements between pre-test and measurement after training program, as the percentage of high-level regards nurses' perception regarding transformation plan for health sector during different phases of training program at ($p \leq 0.01$), and there was a highly statistically significant correlation staff nurses' perception change engagement, and staff nurse's perception creativity after applying training program at ($R= 0.407$) and ($P\text{-value} < 0.01$). **Conclusion:** it was concluded that the training program implemented at King Faisal Medical Complex in Taif, Saudi Arabia had a substantial positive impact on nurses' perceptions regarding the transformation plan for the health sector, change engagement, and creativity. **Recommendations:** Provide supportive supervision and mentorship to encourage nurses' creative

contributions during transformation initiatives. Investigate the long-term sustainability of improvements in nurses' perceptions, creativity beyond the immediate post-training period.

Keywords: *Change Management, Health Sector Transformation Plan, Nurses Creativity, Training Program*

Introduction

The Kingdom's Vision 2030 health sector restructuring agenda prioritizes public health. By building and improving hospitals, healthcare facilities, and ambulatory services and fostering digitization, it improves and simplifies health services. The Healthcare Sector Transformation Program emphasizes expanding, improving, and connecting the Kingdom's healthcare system. This upgraded system prioritises innovation, long-term financial health, and disease prevention while making healthcare easier to get. It also aspires to improve care, follow worldwide standards, and expand e-health and digital solutions (Cameron & Green, 2019).

In the ever-changing healthcare system, nurses do more than treat patients. They also involve aggressively growing and adapting the business. Nurses must participate in change management programs in Saudi Arabia to improve patient outcomes and care delivery and create a workplace that encourages professional growth and allows nurses to be creative and innovate (Albrecht, Furlong, & Leiter, 2023).

Managing changes to an organization's goals, processes, or technology is called change management. Change management helps people cope with and implement change. evolve management is crucial in the complex healthcare profession, as medical practices, technology, and patient care standards evolve quickly. Since they directly treat patients, nurses are crucial to program success (Cusson et al., 2020).

Employee understanding of change management procedures, goals, and their responsibilities in them is measured by awareness, whereas engagement is measured by participation in transformation initiatives. When nurses are informed and engaged in change, they experience lower resistance, a smooth transition, high staff morale, and better patient outcomes, according to research. This is required for transformation plan and change management program success (Ezzeddine,, Otaki, Darwish, & AlGurg, 2023).

The Saudi Ministry of Health is fast transforming to fulfill Vision 2030 health ambitions. In this framework, a healthcare transformation plan was designed to achieve goals and address coming national concerns. This strategy includes a new model of care, finance changes, health workforce reforms, governance and e-Health development, provider reforms, and private sector participation (Ghalibi, Omer, & Al

Mamun, 2024).

To make any change effective, all stakeholders must be involved. Participation in transformation increases employee happiness and ownership (Turner & Turner, 2020). Active employees are less likely to quit. Nearly 90% of healthcare personnel considered themselves part of the transformation (Ghalibi et al., 2024).

As the backbone of healthcare, nurses face several challenges. Nurses' inventiveness is essential to increasing healthcare quality and efficiency. Embracing and nurturing creativity improves patient outcomes, operations, and the healthcare system. Nurses' role and innovation are crucial to healthcare system reform (Alhafdi, & Helmy, 2021).

Nurses are creative when they come up with new ideas to improve patient care and healthcare delivery. Due to population expansion and tourism, Saudi healthcare is growing rapidly. The country's strategic aim for healthcare excellence drives this expansion. Vision 2030 mandates regular and significant health system improvements. The Saudi healthcare sector poses unique difficulties and potential for nurse inventiveness under these reforms. The work environment, leadership style, and organisational culture affect change management and innovation (Rahman & Al-Borie, 2021).

Technology, research, the design and development unit, and the organization's external environment are key to creativity. Thus, these organisations are flexible in managing organisational rivalry crises (Alhafdi, & Helmy, 2021).

organizational creativity involves an individual's valued and useful new products, services, ideas, projects, or processes in a complex social system. Besides generating new goods, organizational creativity involves innovating modern management systems. Creating new functions and improving workflow are examples of innovation. Institutional creativity is a willingness to innovate and revolutionize. An ingenious person uses creative ideas and consistent creative activity with institutional support to deliver new things. (Duan, 2017)

Nursing as a calling requires creativity. In direct nursing care, an attendant who coordinates nurses' ingenuity will find that they self-strengthen (Bartos 2020). Strengthen the medical caretaker to provide the finest treatment possible and enhance nurses and association results (Liu et al., 2020). Inpatient care nurses who integrate creative ideas can save medical costs and support nursing practice development (Liu, 2020).

Study Importance

This research could add to hospital change management understanding, notably in Saudi Arabia. This study informs

policymakers, healthcare administrators, and nursing leaders about crucial areas by highlighting nurses' awareness and participation and its impact on innovation. Moreover, the findings can assist develop more effective change management programs that incorporate nurses more fully and encourage creativity and innovation.

With Saudi Arabia's healthcare system reforms, nurses' change management roles must be understood and improved. This study will reveal how nurses perceive and experience their involvement in these initiatives and how it influences their creativity. Thus, this study examines how health sector transformation strategy and change management training affects nurses' creativity at King Faisal Medical Complex Taif, Saudi Arabia.

Aim of the Study

The study aimed to

Evaluate the effect of training program about the health sector transformation plan and change management for nurses on their creativity at King Faisal Medical Complex Taif, Saudi Arabia

Research hypothesis:

H1: Nurses who attend the training program about the health sector transformation plan and change management exhibit a higher level of creativity in change management than those who do not

Method

Study Design:

A quasi-experimental one group with pretest-posttest was utilized in conducting the study. (Miller et al., 2020).

Study setting

This study was conducted in the King Faisal Medical Complex (KFMC), Taif. The study setting, KFMC is a referral level hospital with a bed capacity of 800, out of which about 300 are dedicated for maternal and child health.

Participants

The participants for this study include all the registered nurses (**n= 118**) who working in the King Faisal Medical Complex. The total number of nurses in 2023, in KFMC was 904 (KFMC, 2024).

Tools of data collection:

Three tools were used namely: Awareness transformation plan for health sector questionnaire, Change Engagement questionnaire, and Nurses' Creativity questionnaire.

Tool I: It consists of two parts

First part: Demographic characteristics: it concerned with nurse's name, age, level of education, gender and marital status.

Second parts: Awareness Transformation Plan for Health Sector Questionnaire

It was utilized to assess awareness about the transformation plan for health sector. This section was adopted from (Ezzeddine et al., 2023; Ghalibi et al., 2024). It has twelve questions with some as multiple-choice questions and the response included 5-point likert scale.

Scoring system:

The scoring system of Awareness Transformation Plan for Health Sector Questionnaire was classified into three categories based on a predetermined cut-off point (50%), as follows:

- Low (<50%).
- Moderate (50%-75%).
- High (>75%).

Tool II: Change Engagement Questionnaire

It was utilized to assess nurses perceived engagement in the change process. This section was adopted from the work of Albrecht et al (Albrecht et al., 2023). There are two sub-domains of change engagement with three items in each of the domains. Each Item is rated on a 7-point Likert scale (Strongly disagree to Strongly agree).

Scoring system:

The scoring system of Change Engagement Questionnaire was classified into three categories based on a predetermined cut-off point (50%), as follows:

- Low (<50%).
- Moderate (50%-75%).
- High (>75%).

Tool III: Nurses' Creativity Questionnaire

This tool was adopted from (Alhafdi & Helmy, 2021). It consisted of 23 questions in this section, and each item is scored on a 5-pint Likert scale (Strongly disagree to Strongly agree).

Scoring system:

The scoring system of Nurses' Creativity Questionnaire was classified into three categories based on a predetermined cut-off point (50%), as follows:

- Low (<50%).
- Moderate (50%-75%).
- High (>75%).

Validity and reliability:

The content validity of the tool was examined by experts of administration. In this regard, the tool was shared with those in the nursing administration in the hospitals and senior academic personnel with research background in nursing administration. Based on their feedback, modifications were made if needed. Reliability of the tools were assessed by using Cronbach alpha using Statistical Package for Social Science (SPSS) version 23.0.

Reliability test of the study tools, Tool I: Awareness Transformation Plan for Health Sector Questionnaire, Tool II: Change Engagement Questionnaire, and Tool III: Nurses' Creativity Questionnaire were tested by Cronbach's Alpha. Reliability was computed and found (0.86), (0.89), & (0.93) respectively.

Pilot study

A pilot study was conducted on 10% (**n= 11**) nurses working in other hospitals of Taif Health Cluster. This was done to ensure the feasibility of study and checking the applicability of the tool in the local context. Pilot study was also providing insights into the clarity of the questions and translations. The pilot study experience was used to make modifications to the questionnaire if needed and make arrangements to deal with any potential difficulties that may arise during actual conduct of the study. The responses from the pilot study were not included in the main sample of the study.

Ethical considerations

The proposal of this study was reviewed and approved by the Institutional Review Board of Taif, Health Cluster. Additional approval for data collection was also sought from the administration of healthcare facilities. Informed consent was obtained from all the participants. Confidentiality of the participants was ensured, and no personal identifier was collected. Participant will be given right to withdraw from study at any time without any consequences. Data will

be stored in a secure personal computer and accessible to researcher only.

Field work:

Data collection period

- **Assessment phase;** using all study tools to ensure that nurses was screened to confirm that they fulfill the inclusion criteria.
- **Planning phase;** nurses were receiving this session
- **The first session:** at the beginning of this session, the researcher introduced herself and explained the objective of these educational sessions. It covered transformational plan of change management (definition, importance, factors affecting, different types, phases, and process of this)
- **The second session:** was by taking feedback about the previous above-mentioned session and discuss transformational plan of change management and its relationship with creativity
- **The third session:** was started by taking feedback about the previous above-mentioned session

Data collection for this study was through the following:

- Data collecting was done for 6 months from the beginning of October 2024 to the end of July 2025.
- The development of a training program that took about two months to develop starting from the beginning of October 2024 to the end of November 2024. Nurses underwent tests before the training program began. The study was approved ethically by the Research Ethical Committee of Faculty of Nursing, Mansoura University. Also, official authorization was acquired from the competent administrator of King Faisal Medical Complex (KFMC), Taif to perform the study.
- The questions required 20-30 minutes to fill in. The data collected 3 days/week morning and afternoon shift (Saturday, Sunday, Tuesday, Wednesday & Thursday).
- Produced a timetable, teaching sessions, media to be included and a program brochure.
- Researcher initiated the training program after the completion of the surveys. The time plan of the program was implemented over the period from the beginning of December 2024 to the end of June 2025. The staff nurses were separated into 3 groups. The training program was done in the morning and evening shifts three days a

week. The training program has been taken 8 hours distributed as the following: four sessions for each group every session (2) hour. □ The researcher implemented the program with one group in the day by utilizing available different methods of teaching such as lecture, group discussion, role play and brainstorming. The instructional material used include video, demonstration, data show, brochure and program booklet developed by the researcher and sent to study group. On the first day, the researcher distributed a program booklet as an educational material to all participants.

□ The impact of the program was evaluated during this implementation training program and was promptly conducted post the program implementation by using the same techniques of data collecting.

□ The researcher follows up the proposed progress three months following the implementation of the training program. Follow-up data were collected from July 2025 to September 2025.

Statistical analysis

Data were entered, organized, tabulated and analyzed in SPSS 25 (Statistical Package for Social Sciences, SPSS Inc. Chicago, IL, USA). Assumption of normalcy accepted. Categorical variables were expressed as frequency and percentage. For continuous variables we utilized mean and standard deviation. Two-way ANOVA was used to assess for repeated measurements differences in parametric and continuous variables. For ordinal variables, Friedman's test was used to investigate repeated measure differences. Independent t-test and one-way ANOVA tests were used to compare two or more continuous variables. The test of the Pearson correlation coefficient was used for two continuous variables. Statistical significance was p-value < 0.01 and 0.05.

Results

Table (1): Demographic characteristics of the staff nurses studied. As shown in the table the mean age of the nurses was 33.78 ± 5.87 , more than half of them (60.2%) were in the age category from (35< 40 years), and almost two-thirds of them (65.3%) were female and more than half of them (59.3%) were married. Regarding educational credentials in nursing, almost three quarters of them (72%) have a bachelor's degree of nursing and more almost three quarters of them (73.7%) had (> 10) years of experience. Regarding nationality the majority of them (84.7%) were Saudi.

Figure (1): Levels of staff nurses' perception of the health sector reform plan in different phases of the training program. There are changes between pre-test and measurement after training program, as

the percentage of high level attained to (12.7%) of them, while the improvement rate increased in the post-test of the high level after three months to reach (23.7%). It was found that the perception of nurses about transformation strategy for health sector was highly statistically significant during different phases of training program ($p \leq 0.01$).

Table (2): Demonstrates the levels of staff nurses' perception of change involvement at various phases of training program. There are improvements between pre-test and measurement after training program as the percentage of high level attained to (16.1%) of them while the improvement rate improved in somewhat in the post-test of the high level after three months to reach (16.9%). As regard nurses' impression about change participation during different phases of training program, it was discovered that there were statistically significant differences at ($p \leq 0.01$).

Figure (2): Shows the correlation effect of staff nurses perception change engagement and staff nurse's perception creativity after implementing training program. A substantial association was observed between perspective change engagement and perception creativity of staff nurses following training program at ($R= 0.407$) and ($P\text{-value} < 0.01$) which was highly statistically significant.

Table (1): Personal characteristics of the studied staff nurses (n= 118)

| Personal characteristics | No. | % |
|--------------------------|---------------------|------|
| Age | | |
| ▪ < 25 | 14 | 11.9 |
| ▪ 25 < 30 | 14 | 11.9 |
| ▪ 30 < 35 | 19 | 16.1 |
| ▪ 35 - 40 | 71 | 60.2 |
| ▪ > 40 | 0 | 0 |
| Mean ± SD | 33.78 ± 5.87 | |
| Gender | | |
| ▪ Male | 41 | 34.7 |
| ▪ Female | 77 | 65.3 |
| Marital Status | | |
| ▪ Single | 41 | 34.7 |
| ▪ Married | 70 | 59.3 |

| | | |
|---------------------------------------|--------------------|------|
| ▪ Divorced | 3 | 2.5 |
| ▪ Widowed | 4 | 3.4 |
| Educational qualification | | |
| ▪ Secondary of nursing Diploma | 3 | 2.5 |
| ▪ High institute of nursing | 30 | 25.4 |
| ▪ Bachelor's degree of nursing | 85 | 72 |
| ▪ MSc | 0 | 0 |
| ▪ PhD | 0 | 0 |
| Experience years | | |
| ▪ 1 - 5 | 24 | 20.3 |
| ▪ 6 - 10 | 7 | 5.9 |
| ▪ > 10 | 87 | 73.7 |
| Mean ± SD | 2.53 ± 0.81 | |
| Nationality | | |
| ▪ Saudi | 100 | 84.7 |
| ▪ Non-Saudi | 18 | 15.3 |

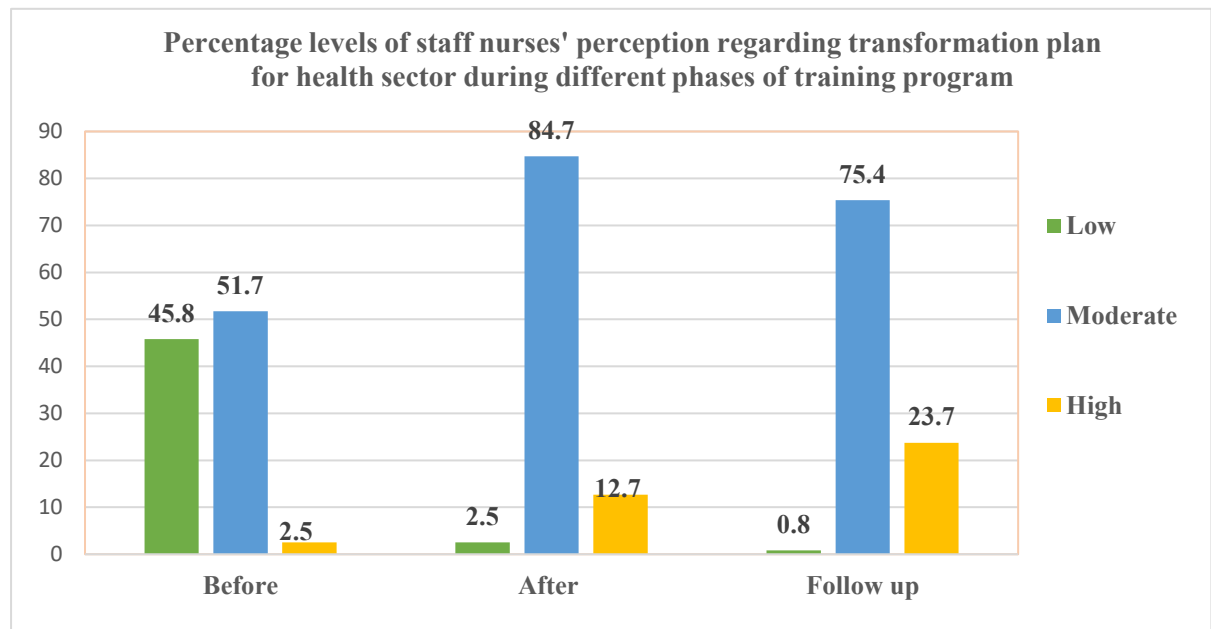
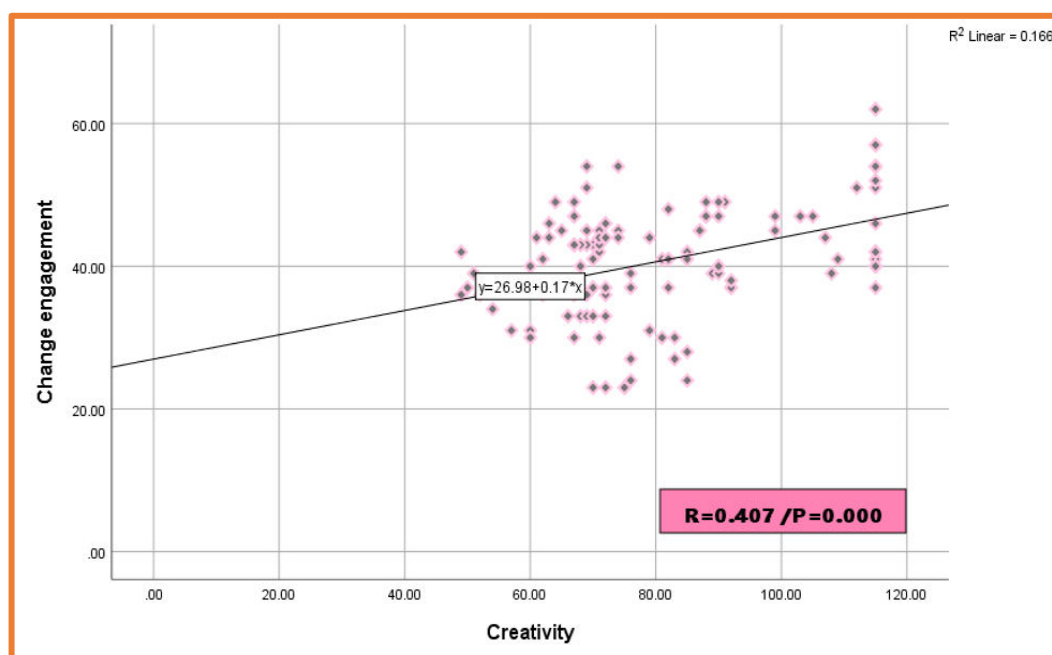


Figure (1): Percentage levels of staff nurses' perception regarding transformation plan for health sector during different phases of training program (n=118)

Table (2) Levels of staff nurses' perception regarding change engagement during different phases of training program (n=118)

| Levels of staff nurse's perception regarding change engagement | Score | Before | | Post | | Follow up | |
|--|---------|--------------------------|------|---------------------------|------|-----------------------------|------|
| | | No. | % | No. | % | No. | % |
| ▪ Low | 1 - 31 | 69 | 58.5 | 17 | 14.4 | 5 | 4.2 |
| ▪ Moderate | 32 - 47 | 39 | 33.1 | 82 | 69.5 | 93 | 78.8 |
| ▪ High | 48 - 63 | 10 | 8.5 | 19 | 16.1 | 20 | 16.9 |
| Chi-squared tests: X² / P | | 44.25/ 0.000* | | 69.47/ 0.000** | | 112.69 / 0.000** | |

**Figure (2): Correlation between staff nurses' perception change engagement, and staff nurse's perception creativity after applying training program at King Faisal Medical Complex Taif, Saudi Arabia**

Discussion

Many nations including Saudi Arabia are implementing the Health Sector Transformation Plan (HSTP) that intends to modernize healthcare delivery, increase efficiencies, promote preventative care, and improve patient outcomes using new models of service. The HSTP is a structural change in the organization, delivery and measurement of care for nurses, necessitating adaptation to new technology, procedures and interdisciplinary responsibilities. This shift reflects patient-centered care, digital health integration, quality improvement, and better workforce capabilities, all of which directly impact nurses

expectations (Aldawsari, et al., 2024). Change management is crucial for the successful execution of transformation efforts, facilitating a smooth transition and minimizing opposition among healthcare workers. Nursing change management entails recognizing the need for change, being involved in planning, and accepting new systems and practices that lead to better patient care (Silvola, Restelli, Croce, & Basu, 2024). Therefore, this study sought to evaluate the efficacy of the training program concerning the health sector transformation plan and change management for nurses About Transformation plan for health sector according to staff nurses' perception at King Faisal Medical Complex Taif, Saudi Arabia. The present results show the total response of transformation plan for health sector as perceived by studied staff nurses at King Faisal Medical Complex Taif, Saudi Arabia . And revealed that there was statistically significant improvement in staff nurses perception about the transformation plan for health sector throughout the training program phases . It demonstrated improvement in the posttest period and after 3 months. This may be attributed to the training program that gave organized and focused information on Health Sector Transformation Plan and enabled to have a better understanding of its aims, methods, and expected outcomes among staff nurses. The training certainly improved knowledge and awareness which increased nurses confidence to participate in and support transformative activities, thereby having a favorable effect on their view. Moreover, interactive learning techniques, practical examples and constant reinforcement throughout the training stages could have contributed to the retention and application of knowledge, leading to a significant improvement in the posttest phase. Current findings are consistent with Ranjbar, Bazayr, Jafari, Pakdaman & Pirasteh (2021) that studied the impact of the health transformation plan on the public hospitals performance indicators from Iran and studied the Iranian Health Transformation Plan and reported significant improvements in hospital performance indicators after structured implementation phases. Their results are in line with the improvement of the nurses views which was statistically significant in the current study after the training program. Similarly, their study finds that transformation efforts, in conjunction with well-designed capacity-building efforts, contribute to measurable gains in staff attitudes, bolstering the improvement found immediately post-intervention and at three months post-intervention. The present study revealed favorable changes after structured interventions, consistent with Jafari, Ghasemyani, Khodayari-Zaranq & Raoofi (2021) who conducted a scoping assessment of Health Transformation Plan results in Iran to study health transformation plan achievements and outcomes. Their

assessment found positive service and workforce results for HTP when workers were provided with enough assistance and training during the transition. This is in line with the current findings where training improved perceptions following the intervention and sustained gains after three months, underlining the necessity of continuous capacity development in transformation initiatives. This finding is consistent with the findings of Hosseini, Abbasi & Agha Mohammad Aghaei (2022), who studied the analysis of the health transformation plan and its outcomes as a functional treatment system and evaluated the impacts of the Health Transformation Plan and found improvements in efficiency and service delivery. The current study shows that structured transformation training has a positive impact on staff perceptions. Their analysis points out that a knowledgeable frontline personnel concerning system modifications will lead to increased acceptance and comprehension. This is consistent with the change in nurses impression immediately after and three months after the training session. The present findings are corroborated by Moshashai, Leber & Savage (2020) in Saudi Arabia plans for its economic future: Vision 2030, the National Transformation Plan and Saudi fiscal reform, who evaluated national transformation programs such as Saudi Vision 2030. They noted that successful transformation programs need workforce preparation, communication and training to drive positive worker engagement. This is similar to the present findings that attitudes of nurses were greatly improved in the stages of training and this shows that preparations to change in transformation plans generate favorable perceptions among health personnel. In addition to the findings of Zaoui & Souissi (2020) who examined the roadmap for digital transformation who stressed the importance of structured roadmaps and capacity building in successful digital and organizational transformation, the present results underline how well-designed training programs improve staff understanding and acceptance of transformation plans. Their roadmap concept is supportive of the post-training improvement seen in the current study, showing that a gradual deployment with clear communication may substantially enhance stakeholder views. In addition to the results of Hai, Van & Thi Tuyet (2021), who researched the digital transformation: Opportunities and challenges for leaders in the emerging countries in response to COVID-19 pandemic, which showed that Staff training and leadership support improve workforce readiness and attitudes during periods of rapid transformation, especially during crises such as COVID-19. The current study found that nurses perceptions improved significantly after receiving targeted training. Their focus on organized capacity-building is in line with the persistent perceived improvements shown in the

current results even after three months. The present results indicate that targeted training enhances staff attitudes to the transformation process. Fenech, Baguant & Ivanov (2019) investigated the changing role of human resource management in the era of digital transformation who described the changing role of human resource management in supporting digital and organizational transformation. Their statement that HRD-led efforts boost worker commitment and perception is consistent with the observed gains in the present study following the training intervention. Finally, Alenezi (2021) supports the findings by conducting a deep dive into digital transformation in higher education institutions, studying the digital transformation readiness in educational institutions and pointing out the critical role of staff training and institutional support in shaping the perception of transformation. This underlies the consistent improvement of nurses view following the training session and points out that information, preparation and continual support are the key to enhance transformation-related attitudes. The current results demonstrate the transformation strategy for the perceptions scores of health sector among the investigated staff nurses during the training program stages at King Faisal Medical Complex, Taif, Saudi Arabia. The results indicated the statistically significant improvement in the transformation plan for health sector perceptions across the different training phases. It revealed that the overall mean score of the nurses perspective about the transformation plan for the health sector during the pretest stage was low and improved immediately posttest as well, and this improvement rose somewhat after the 3-month follow-up test stage. Gaglio, Kraemer-Mbula, & Lorenz (2022) examined the impact of digital transformation on innovation and productivity, and they found that digital transformation projects greatly increased innovation and productivity in micro and small firms, supporting the present findings. Likewise, the statistically significant improvement in nurses perceptions during the phases of the training program may reflect the benefits of structured exposure to transformation concepts, which enhanced understanding and engagement, similar to the positive results reported at the firm level in their study. Consistent with the findings of Cheng, Zhou, & Li (2023) regarding the impact of digital transformation on the total factor productivity of enterprises in the real economy, which revealed a positive effect of digital transformation on enterprise performance indicators, this study's results indicate that specific interventions, such as proactive training programs, can increase employees awareness and perception of transformation efforts. The findings indicate the relevance of organized and sequential learning processes, as seen in the steady increase in nurses perception from

pretest to posttest and a marginal additional improvement at the three-month follow-up. In conjunction with the present findings, Hess, Matt, Benlian, & Wiesböck (2020) looked into the choices for developing a strategy for digital transformation and underlined that strategic planning and methodical realization are crucial for successful transformation programs. This is consistent with the positive change in nurses' opinions, demonstrating that the training session was not only informative but also provided nurses with a clear framework to grasp the Health Sector Transformation Plan and its goals. Shang, Raza, Huo, & Shahzad, (2023) in their study on enterprise digital transformation, also contribute to the carbon emission reduction and mentioned that digital transformation at the enterprise level can yield measurable positive outcomes if staff engagement and understanding are prioritized. This is consistent with the present findings where nurses' perception increased immediately after training and was sustained after three months, which reflects how involvement in transformative projects enhances positive attitudes. Moreover, Elmqvist et al., (2019) examined sustainability and resilience for transformation in the urban century and stressed the importance of resilience, knowledge development and learning in accomplishing effective transformation in complex systems. This finding is consistent with the current study since the training program probably strengthened nurses' resilience and comprehension, allowing them to better comprehend and support the transformation.

Conclusion

Based on the study findings, it was concluded that the training program implemented at King Faisal Medical Complex in Taif, Saudi Arabia had a substantial positive impact on nurses' perceptions regarding the transformation plan for the health sector, change engagement, and creativity. Nurses demonstrated significant improvements in understanding and valuing the transformation plan immediately after the intervention, with further enhancement sustained after three months. Similarly, their levels of change engagement showed marked progress across all training phases, reflecting increased readiness, involvement, and confidence in organizational change efforts.

Recommendations

For Staff Nurses:

- Actively participate in training programs on health sector transformation, change engagement, and creativity to enhance knowledge, skills, and confidence.

- Engage in reflective practice and problem-solving activities to apply creative thinking in daily nursing tasks.

For Further Research:

- Investigate the long-term sustainability of improvements in nurses' perceptions, engagement, and creativity beyond the immediate post-training period.
- Examine the impact of leadership styles, organizational culture, and workload on the relationship between transformation plan perception, change engagement, and creativity.
- Conduct comparative studies across different hospitals, regions, or healthcare systems to generalize findings and identify contextual influences.

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