Using the Journey to Empowerment Professional Development Seminar to Enhance Nurses’ Sense of Empowerment

Presented by:
Denise McNulty, DNP, MSN, ARNP
Faculty Disclosure

- Denise McNulty, DNP, MSN, ARNP
- No known conflicts of interest
- Lee Memorial Health System (LMHS)
- Presenter has not received any sponsorship or commercial support for information in this presentation
Goals and Objectives

. **Session Goal:**
  - To understand the benefit of using professional development to enhance nurses’ sense of empowerment

. **Session Objectives:**
  - Describe at least two ways the Journey to Empowerment may be empowering for nurses
  - Discuss implications of the Journey to Empowerment experience for nursing practice, education and research
What Inspired the Innovation?

- Over twenty years of direct observations of staff nurses, nurse leaders, and nurse educators

- Literature supports a need for empowering nurses but a gap exists for interventions to enhance nurses’ sense of empowerment
Nurse Empowerment and Patient Outcomes

- Empowered nurses foster better health outcomes for patients (Laschinger, Gilbert, Smith & Leslie, 2010)

- Nurses who perceive themselves to be empowered are more likely to use more effective work practices resulting in positive patient outcomes (Donahue, Piazza, Griffin, Dykes & Fitzpatrick, 2008)
Empowerment and Work Environment

. Nurses who are empowered often feel committed to their job resulting in higher level of performance
  (Leggat, Bartram, Casimir & Stanton, 2010)

. Empowerment is a predictor of positive work behaviors leading to a positive work environment
  (Oyeleye, Hanson, O’Connor & Dunn, 2013)
Background

- In 2010, Journey to Empowerment Professional Development Seminar was developed and piloted in a 100 bed Hospital in Florida.

- From 2010-2013, findings presented at over twenty national and international nursing conferences.
Lee Memorial Health System

. June, 2013 – LMHS Chief Nurse requested the “Journey” for her nurses

. Six Hospital Healthcare System located in Southwest Florida

. 12,000 employees (3,600 are nurses)
The “Journey” Begins at Lee Memorial Health System

- June, 2013 – 100 Nursing Leaders attended the “Journey”

- November, 2013 – 80 Clinical Practice Council (staff nurse leaders) attended the “Journey”

- November, 2013 – Available to all nurses
Lee Memorial Health System’s Empowerment Journey

- September, 2014 – LMHS Institutional Review Committee approved proposal for a nurse empowerment research study

- Study included inpatient and outpatient Registered Nurses and Licensed Practical Nurses
Lee Memorial Health System

Nurse Empowerment Research Team:

. Theresa Foley, MSN
. Kimberly Guthrie, PhD
. Lolita Molhado, MSN
. Erica Schivinski, MSN

Principle Investigator: Denise McNulty, DNP
Sponsor: Donna Giannuzzi, MSN, CNO
Research Question

What is the effectiveness of the Journey to Empowerment seminar on nurses’ sense of psychological empowerment in the workplace?
Pre-survey

- September, 2014-June, 2015

- Dr. Gretchen Spreitzer’s Psychological Empowerment Instrument

- Voluntary, confidential survey

- Instruments were assigned a number
Gretchen Spreitzer’s Psychological Empowerment Instrument

- The Instrument measures psychological empowerment in the workplace

- The Instrument has been used and found to be valid in health care

- Sixteen items are rated on a seven-point Likert scale

(Spreitzer, 2007)
Gretchen Spreitzer’s Psychological Empowerment Instrument

Listed below are a number of self-orientations that people may have with regard to their work role. Using the following scale, please indicate the extent to which you agree or disagree that each one describes your self-orientation.

A. Very Strongly Disagree  D. Neutral  G. Very Strongly Agree
B. Strongly Disagree       E. Agree
C. Disagree                F. Strongly Agree

1.____ I am confident about my ability to do my job.
2.____ The work that I do is important to me.
3.____ I have significant autonomy in determining how I do my job.
4.____ My impact on what happens in my department is large.
5.____ My job activities are personally meaningful to me.
6.____ I have a great deal of control over what happens in my department.
7.____ I can decide on my own how to go about doing my own work.
8.____ I really care about what I do on my job.
9.____ My job is well within the scope of my abilities.
10.____ I have considerable opportunity for independence and freedom in how I do my job.
11.____ I have mastered the skills necessary for my job.
12.____ My opinion counts in departmental decision-making.
13.____ The work I do is meaningful to me.
14.____ I have significant influence over what happens in my department.
15.____ I am self-assured about my capabilities to perform my work activities.
16.____ I have a chance to use personal initiative in carrying out my work.
Four Dimensions of Psychological Empowerment

- **Meaning** – the value of a work goal/purpose in relation to an individual’s own ideals/standards

- **Competence** – an individual’s belief in his/her capability to perform activities with skill

- **Self-determination** – an individual’s sense of having choice in initiating and regulating actions

- **Impact** – the degree to which an individual can influence strategic, administrative, or operating outcomes at work
What did the Pre-survey findings reveal?

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<th>Pre-survey</th>
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Intervention

. Six hour professional development seminar for nurses

. The Journey to Psychological Empowerment

. Six modules arranged in sequential order in a pyramid design

. Content is introspective – focus on the *individual*
The Journey to Psychological Empowerment

- Developing Sense of Purpose and Mission
- Using Self as a Moral Agent
- Developing Personal and Professional Relationships
- Developing Adaptive Coping Skills
- Using Assertive Communication/Conflict Resolution
- Developing Self-Esteem/Confidence Building (Foundation)
The Journey to Psychological Empowerment for Nurses

- **Seminar 1** – Developing self-esteem and confidence building

- **Seminar 2** – Using assertive communication and conflict resolution

- **Seminar 3** – Developing adaptive coping skills

- **Seminar 4** – Developing personal and professional relationships, using self as a moral agent, and developing a sense of purpose and mission
Seminar 1

Developing self-esteem and confidence building:

. Self-esteem assessment

. Ways to enhance self-esteem

. Building confidence in the workplace
Seminar 2

Using assertive communication and conflict resolution:

. Assertiveness Self-assessment

. Role play of communication styles

. Using assertive communication and conflict resolution in the workplace
Seminar 3

Developing adaptive coping skills:

. Stress awareness exercise

. Burnout self-assessment

. Maladaptive and adaptive coping skills

. Self-care for nurses (mind, body, spirit)
Seminar 4

Developing personal and professional relationships, using self as a moral agent, and developing a sense of purpose and mission in one’s work:

. Building healthy relationships

. ANA Code of Ethics

. Sense of purpose and mission
Post-survey


. Dr. Gretchen Spreitzer’s Psychological Empowerment Instrument

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Findings

. What did the post-survey findings reveal?

. Comparison of pre and post-survey findings
What Did We Learn During the Experience?

- Need for nurses to engage in self-care
- Need for nurses to take consistent breaks
- Lateral violence exists in pockets
- Nurses have multiple stressors - coping skills are fair-poor
Professional Development Needs Identified

. Charge Nurse leadership development

. Empowerment II – focus on self-care

. Empowerment for Nursing Assistants

. Need to focus on *employee* satisfaction and the *employee* experience
Food For Thought

. Culture needs to change before empowering measures can be fully realized

. Leadership at the Unit level is key

. Support from the Nurse Executive is vital
Implications for Nursing

. Implications for Education

. Implications for Practice

. Implications for Research
In Closing

“He who returns from a journey is not the same as he who left.”
(Chinese Proverb)

*It truly is all about the journey!*
References


References

