


Slide 1

Building an Empowered
Nursing Workforce


AWHONN PA SECTION CONFERENCE
OCTOBER 14, 2022
CAROL V. MCILHENNY, PHD, RNC-OB, C-EFM



Slide 2

Disclosures


NO DISCLOSURES TO REPORT



Slide 3

Objectives

Explain the benefits of an empowered staff
Identify techniques to foster empowerment
Distinguish individual characteristics that increase empowerment



Slide 4



Slide 5

Why is Empowerment Important?

- Improvement of patient outcomes
- Increased patient satisfaction scores
- Healthier work environments
- Increased employee satisfaction scores
- Lower staff burnout
- Lower staff turnover
- Higher organizational commitment

Slide 6

How to Foster Empowerment

Structural Empowerment

- Access to information
- Time to work on projects
- Physical space
- Office supplies

Slide 7

How to Foster Empowerment

Psychological Empowerment Consists of:

- Competence
- Self-determination
- Meaning
- Impact

Requires structural empowerment

- Empowering leader behaviors
- Analytic behavior
- Sponsorship
- Collegiality
- Change

Slide 8

Other Characteristics

Continuing Education

- Long term increases
- Practice
- Mentoring

Leaders Empowering Behaviors


Older nurses

More experience nurses

RETENTION EFFORTS!!!

Slide 9

THANK YOU!



Slide 10

References

American Nurses Credentialing Center [ANCC]. (2000). *A New Model for ANCC's Magnet Recognition Program*. Silver Spring, MD: Author.

Brody, A. A., Barnes, K., Ruble, C., & Salowski, J. (2012). Evidence-based practice councils: Potential path to staff nurse empowerment and leadership growth. *Journal of Nursing Administration*, *42*(1), 28-33.

Businessdictionary.com. [n.d.]. Empowerment. <http://www.businessdictionary.com/definition/empowerment.html>

Carlson-Catalano, J. (1992). Empowering nurses for professional practice. *Nursing Outlook*, *40*(3), 139-142.

Caslini, G., Comparsi, D. & Simonetti, V. (2014). Workplace empowerment and nurses' job satisfaction: A systematic literature review. *Journal of Nursing Management*, *22*(7), 855-871. doi:10.1111/jonm.12028

Dictionary.com. [n.d.]. Empowerment. Retrieved June 14, 2020, from www.dictionary.com/browse/empowerment

Goedhart, N. S., Van Oostveen, C. J., & Vermeulen, H. (2017). The effect of structural empowerment of nurses on quality outcomes in hospitals: A scoping review. *Journal of Nursing Management*, *25*, 194-206. doi:10.1111/jonm.12455



Slide 11

References

Google.com [n.d.]. Empowerment. <https://www.google.com/search?q=empowerment&ie&oeq>

Gorman, S., & Clark, N. (1986). Power and effective nursing practice. *Nursing Outlook*, *34*(3), 129-134.

Hui, C. (1994). *Effects of leader empowering behaviours and followers' personal control, voice, and self-efficacy on in-role performance: An extension and empirical test of Conger and Kanungo's empowerment process model* [Doctoral dissertation]. Indiana University, Indianapolis, Indiana.

Kanter, R. (1993). *Men and women of the corporation* (2nd ed.). New York, NY: Basic Books.

Laschinger, H. K. S. (2008). Effect of empowerment on professional practice environments, work satisfaction, and patient care quality: Further testing the Nursing Worklife Model. *Journal of Nursing Care Quality*, *23*(4), 322-330.

Laschinger, H. K. S., Finegan, J., Shamian, J., & Wilk, P. (2003). Impact of structural and psychological empowerment on job strain in nursing work settings: Expanding Kanter's model. *Journal of Nursing Administration*, *33*(5), 260-272. doi:10.1097/01.NURSE.0000435200.50282.56



Slide 12

References

Laschinger, H., Finegan, J., Shamian, J., & Wilk, P. (2004). A longitudinal analysis of the impact of workplace environment on work satisfaction. *Journal of Occupational Behavior*, *25*, 527-545. doi:10.1002/job.256

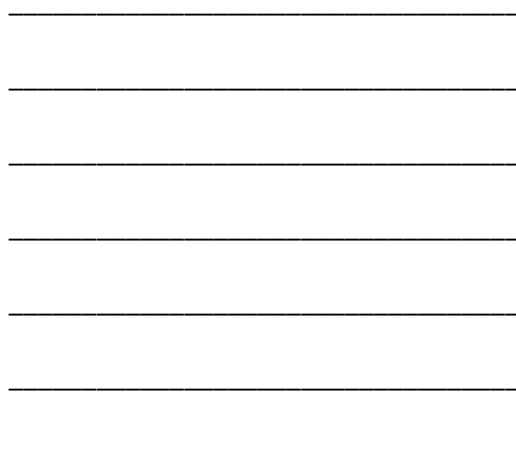
Linnen, D., & Rowley, A. (2013). Making a case for nurse empowerment. *Nursing2013*, *43*(11), 45-48.

Linnen, D., & Rowley, A. (2014). Encouraging clinical nurse empowerment. *Nursing Management*, *45*(2), 44-48. doi:10.1097/01.NUMA.0000442640.70829.d1

Manojovich, M. (2007). Power and empowerment in nursing: Looking backward to inform the future. *The Online Journal of Issues in Nursing*, *12*(1), 1-10. doi:10.3912/OJIN.Vol12No01Man01

Merriam-Webster. [n.d.]. Empowerment. In Merriam-Webster.com dictionary. Retrieved June 15, 2020, from <https://www.merriam-webster.com/dictionary/empowerment>

Rappaport, J. (1984). Studies in empowerment. *Prevention in Human Services*, *3*(2-3), 1-7. doi:10.1300/J293-Q3in02_02



Slide 13

References

- Rego, M. L., Diano, P., Damiani, G., De Vito, C., Galletti, C., & Takusci, C. (2017). The meaning of empowerment within Italian nursing care. *Journal of Nursing Management*, *25*, 608-615. doi:10.1111/jonm.12520
- Spreitzer, G. (1995). Psychological empowerment in the workplace: Dimensions, measurement, and validation. *Academy of Management Journal*, *38*(3), 1442-1462.
- Van Bogaert, P., Peremans, L., de Wit, M., Van heusden, D., Franck, E., Timmermans, O., & Havers, D. S. (2015). Nurse managers' perceptions and experiences regarding staff nurse empowerment: A qualitative study. *Frontiers in Psychology*, *6*, 1-10. doi:10.3389/fpsyg.2015.01585
- Willis, C. J. (2015). *Evaluation of empowerment levels of the Cleveland Clinic nurse* (Publication No. 3722019) [Doctoral dissertation. Walden University]. ProQuest Dissertations and Theses Global.
