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Unraveling the Relationships of Self-Care
Agency and Empowerment in Nurse Managers
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Disclosure

- Partial funding for this research study was provided by
  Wachovia and Ena Zucchi grants for the support of nursing
  through formal advanced academic education.
Morristown Medical Center
Morristown, NJ

- 6,612 employees: 1800 nurses
- 1,588 physicians
- 198 medical residents
- 687 licensed beds
- 40,828 admissions
- 4,317 births
- 86,385 emergency visits
- 419,118 outpatient visits

Morristown Medical Center
Morristown, NJ

ANCC Magnet Recognition® at
Morristown Medical Center

In 1983, MMC was one of 41 original hospitals in the US recognized by the American Academy of Nursing as a top hospital for recruiting and retaining well-qualified nurses, a precursor to ANCC Magnet Recognition.

- May 2001 – First ANCC Magnet Recognition
- June 2005 – Magnet® Recognition
- November 2005 – Magnet Recognition
- June 2014 – Magnet Recognition
MISSION – Deliver high quality, safe, affordable patient care within a healing culture
  • Educate and engage all our human resources
  • Innovate through leadership

VISION – Empowering our communities to be the healthiest in the nation.

SHARED VALUES – Professionalism, Respect, Involvement, Dignity, Excellence

Influences

Healthcare Reform

Government and Local Landscape Impact Healthcare
  Nurse Manager
  Staff Nurses
Critical Issues for Nursing

Unraveling...

- Nurse Manager's
  - Physical/Emotional Health

- Activate
  - Job Related Role Behaviors

- Successful
  - Organizational Goals

Little attention given to examining underlying pre- requisite attributes of individuals who can, or who seek, nurse management positions...

Not easy to predict success

Focus of Inquiry

Changing Landscape

for nurses potentially can threaten the health and well-being of nurses and the profession itself

Manager's role

is to address individual and group conditions while balancing personal and organizational gains

Manager's ability

requires: (a) technical capability, (b) interpersonal skills, (c) organizational insight, (d) vision for the future, (e) ability to stay on task
Focus of Inquiry

Changing Landscape
- for nurses potentially can threaten the health and well-being of nurses and the profession itself

Manager’s Role
- is to address challenging workplace conditions while balancing patient care and organizational goals

Manager’s Ability
- to exhibit “successful leadership behaviors” as a Self-Care Agent to successful organizational strategies and to improve the work environment for staff now and the future

Topics for Discussion

Nurse Manager

Team Work
- Nurse Manager Role
- Psychological Empowerment
- Self Care Agency
- Structural Empowerment
- Transformational Leadership
Defining the Role of the Nurse Manager

Role of the Nurse Manager

- Increasing demands
- Stewards of limited resources
- Pivotal role in healthcare system
- Stressful 24/7 responsibility
- Dealing with an Aging workforce
- Orare organizational goals at the bedside
- Placement of clinician in management position
- Organizational investment

Nurse Manager Under Fire
Empowerment

Role of Nurse Manager

- Limited research regarding empowered work environment
- Only focus is on managerial role in an organization and staff impact
- Retirement age & fewer, younger experienced nurses seeking nurse manager positions (Rudan, 2002)
- Average age of nurse manager ~ 48 years old in 2006 (Lashinger et al., 2007)

Expected Characteristics of Managers Leading to Success

- Effective Relationships
- Collaboration
- Supportive Environment
- Respect
- Knowledge of People
- Set Purpose Goals
- Communication
- Negotiation
- Link to Resources
- Self-Development
- Foster Learning
- Managerial Success
Managing Successfully in Shared Governance

Empowerment

- Empowerment has a positive impact on the nursing workforce (Laschinger & Finegan, 2005).
- Ownership and accountability by the practicing staff nurse is increased in direct proportion to the degree of staff empowerment (Porter O'Grady; 2001, Scott & Caress; 2005).
- Employee empowerment and engagement are important predictors of satisfaction work effectiveness and intent to remain in organization (Leiter & Maslach; 2004).

Psychological Empowerment

- A personal, positive psychological state of being, experienced by a nurse manager (NM) who engages in successful and empowering role behaviors.
- Often an outcome of enhanced managerial abilities that have been enabled by the structural support system of the organization.
Psychological Empowerment

- Psychological empowerment has four components:
  - Meaning, defined as congruence between job requirements and NM beliefs, values and behaviors;
  - Work Competence, defined as self-assurance in one's one performance abilities
  - Autonomy, having a sense of control over one's workload
  - Impact, one's sense of being able to influence important outcomes within the organization

Structural Empowerment

- Structural Empowerment is a required component of the Magnet Recognition® Model (ANCC, 2014)
- An environment which allows managers to optimally perform work related behaviors, includes resources and opportunities to use informal and formal power (Laschinger & Havens, 1996).
- Nurse manager's use of environmental support systems depends upon his or her perception of available organizational resources.

Dorothea Elizabeth Orem

- Born: July 15, 1914 – June 22, 2007
- American nursing theorists who developed the Self-Care Nursing Theory, also known as the Orem Model of Nursing
- She was originally a diploma grad; received her bachelor's, masters and several honorary doctorates.
- She had a distinguished career in nursing.
- She was inducted into the American Academy of Nursing, and received awards from the National League for Nursing and the Sigma Theta Tau Nursing Honor Society.
Dorothea Orem's term Self-Care Agency

- Innate ability to care for self, or get things done, also called “power”
- Maintain life, health and well-being (Orem, 1985)
- Enables cognitive, psychomotor and emotional function (Orem, 1989)
- Orem applied as the central framework

Understanding Self-Care Agency

- Self-care is a form of self-management
- Self-care is necessary for life, health, human development and general well-being
- Self-care rests on the cultural attainments of social groups
- Self-care is the practice and activities individuals initiate and perform on their own behalf
- Provider of self-care is referred to as a self-care agent (e.g. in this study, the nurse manager)

Responsibilities and Requisites of Nurse Manager

(Orem, 1985)

Four essential requisites of a nurse manager:

- Knowledge of nursing as a science based linked to practice
- Commitment to the mission of the institution
- Understands how nursing contributes to the fulfillment of the organization’s mission
- Ability to manage designated areas of responsibility

Power is the ability to get things done, and is linked to operational goals
Self-Care Agency

- Self-Care actions to “maintain life, health and well-being” (Orem, 1985, p. 84).
- Ability of a mature adult to be productive
- “Power of self-care agency” is dependent on whether the individual possesses cognitive, psychomotor and emotional capabilities to perform (Orem, 1980).
- The Exercise of Self-Care Agency (ESCA) tool measures these variables

Summary of Orem’s Central Framework

- Optional role behaviors – activate “power” of self care agency to engage in optional role behaviors by self and staff
- Self-care agency refers to the “personal ability of the nurse manager”

Additional Theory Based Concepts

- Structural Empowerment – ability of individual to independently make decisions and utilize available resources to achieve expected goals
- Psychological Empowerment (Spritzer, 1995) – person’s response to an empowered work environment
These three theories were used to explain the proposed relationships between and among nurse manager’s Self-Care Agency.

Population

- Four Magnet designated hospitals in NJ
- IRB approval through SHU and four hospitals
- Worked with CNOs of institutions
- Demographics and three surveys – paper and pencil
- N = 97
- Nurse managers 24/7 responsibility, 25+ years of age, at least 12 months as a manager
Unraveling Proposed Relationships

- A positive relationship between S-CA and perceived structural empowerment
- A positive relationship between S-CA and psychological empowerment
- A positive relationship between perceived structural empowerment and psychological empowerment

Research Question

Is there a positive relationship between S-CA and the interaction of perceived structural empowerment and psychological empowerment in nurse managers in an acute care hospital with Magnet designation?

Design and Methodology

- Descriptive, correlational design, in a purposive sample, N = 97
- Exploratory analysis of demographic variables was performed
- “Between” variables, Pearson Correlation model
  - Skewed data → non-parametric Spearman’s Rank Order Correlation
- A linear regression model was used to show associations among variables
Instruments Used to Operationalize Variables

<table>
<thead>
<tr>
<th>Variable</th>
<th>Instrument</th>
<th>Author (date)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-Care Agency</td>
<td>Self Care Agency (ESCA) scale</td>
<td>Kearny &amp; Fleischer (1979)</td>
</tr>
<tr>
<td>Empowerment</td>
<td>Effectiveness Questionnaire II</td>
<td></td>
</tr>
<tr>
<td>Psychological Empowerment</td>
<td>Psychological Empowerment</td>
<td>Spritzer (1995)</td>
</tr>
<tr>
<td>Nurse Manager</td>
<td>Demographic Information Form</td>
<td>O'Keefe</td>
</tr>
</tbody>
</table>

Results

Demographics

<table>
<thead>
<tr>
<th>Factor</th>
<th>N</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age group (years)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>26-35</td>
<td>11</td>
<td>13%</td>
</tr>
<tr>
<td>36-45</td>
<td>23</td>
<td>27%</td>
</tr>
<tr>
<td>46-55</td>
<td>29</td>
<td>35%</td>
</tr>
<tr>
<td>56-65</td>
<td>21</td>
<td>25%</td>
</tr>
<tr>
<td>Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>87</td>
<td>91%</td>
</tr>
<tr>
<td>Male</td>
<td>9</td>
<td>9%</td>
</tr>
<tr>
<td>Race</td>
<td></td>
<td></td>
</tr>
<tr>
<td>White</td>
<td>68</td>
<td>72%</td>
</tr>
<tr>
<td>African American</td>
<td>10</td>
<td>13%</td>
</tr>
<tr>
<td>Asian</td>
<td>12</td>
<td>10%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>5</td>
<td>5%</td>
</tr>
</tbody>
</table>
### Demographics

<table>
<thead>
<tr>
<th>Factor</th>
<th>N</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job description Nurse Manager for inpatient units/dept</td>
<td>97</td>
<td>100%</td>
</tr>
<tr>
<td>Title</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unit Manager</td>
<td>50</td>
<td>52%</td>
</tr>
<tr>
<td>Director</td>
<td>23</td>
<td>23%</td>
</tr>
<tr>
<td>First Line Manager</td>
<td>7</td>
<td>7%</td>
</tr>
<tr>
<td>Assistant Director</td>
<td>2</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>15</td>
<td>15%</td>
</tr>
<tr>
<td>Number of Units Responsible for</td>
<td></td>
<td></td>
</tr>
<tr>
<td>One Unit</td>
<td>46</td>
<td>50%</td>
</tr>
<tr>
<td>Two Units</td>
<td>18</td>
<td>20%</td>
</tr>
<tr>
<td>Three Units</td>
<td>9</td>
<td>10%</td>
</tr>
<tr>
<td>Four or More Units</td>
<td>19</td>
<td>19%</td>
</tr>
</tbody>
</table>

### Highest Academic Earned Nursing

<table>
<thead>
<tr>
<th>Factor</th>
<th>N</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nursing DNP</td>
<td>1</td>
<td>1%</td>
</tr>
<tr>
<td>MS/MSN</td>
<td>48</td>
<td>51%</td>
</tr>
<tr>
<td>BSN</td>
<td>41</td>
<td>43%</td>
</tr>
<tr>
<td>AD</td>
<td>3</td>
<td>3%</td>
</tr>
<tr>
<td>Diploma</td>
<td>2</td>
<td>2%</td>
</tr>
</tbody>
</table>

### Overall Scores for Self-Care Agency, Structural Empowerment and Psychological Empowerment (N=97)

<table>
<thead>
<tr>
<th>Factor</th>
<th>Mean</th>
<th>SD</th>
<th>Median</th>
<th>Possible Range</th>
<th>Range</th>
<th>Skewness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-Care Agency (ESCA)</td>
<td>117.5</td>
<td>11.5</td>
<td>118.0</td>
<td>0-172</td>
<td>83-146</td>
<td>-0.35</td>
</tr>
<tr>
<td>Structural Empowerment (CWEQ-II; Laschinger)</td>
<td>22.7</td>
<td>2.9</td>
<td>22.8</td>
<td>6-30</td>
<td>15.3-29.0</td>
<td>-0.34</td>
</tr>
<tr>
<td>Psychological Empowerment (Psychological Empowerment Instrument; Spreitzer)</td>
<td>79.8</td>
<td>17.1</td>
<td>83.0</td>
<td>14-98</td>
<td>15-98</td>
<td>-2.28</td>
</tr>
</tbody>
</table>
Overall Scores - Skewness

<table>
<thead>
<tr>
<th>Factor</th>
<th>Skewness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-Care Agency (ESCA)</td>
<td>-0.35</td>
</tr>
<tr>
<td>Structural Empowerment (CWEQ-II; Laschinger)</td>
<td>-0.34</td>
</tr>
<tr>
<td>Psychological Empowerment (Psychological Empowerment Instrument; Spreitzer)</td>
<td>-2.28</td>
</tr>
</tbody>
</table>

Reviewing Skewed Distribution

- In a normal distribution, the mean, median and mode fall in the center of the curve.
- When the mean, median and mode shift away from the center of the curve, the distribution is said to be skewed.
- A distribution may be skewed positively or negatively (elongated to left).

Correlation

- Statistical analysis
- Shows the relationship between two variables
- Relationships may range from weak to strong
- Does not confirm causality
- A perfect (strong) correlation is 1.0 or -1.0 (inverse)
- Spearman’s Rank is the non-parametric analog of Pearson’s r, used because of negative skew
Non-Parametric Analysis

When data are not normally distributed, non-parametric analyses are used.

- Parametric Pearson Correlation
- Non-Parametric Spearman Rank Correlation

Spearman Rank Correlation Table

<table>
<thead>
<tr>
<th></th>
<th>Self-Care Agency</th>
<th>Structural Empowerment</th>
<th>Psychological Empowerment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-Care Agency</td>
<td>-</td>
<td>( r_s = 0.42 ) (18%*)</td>
<td>( r_s = 0.25 ) (6%*)**</td>
</tr>
<tr>
<td>Structural Empowerment</td>
<td>( r_s = 0.42 ) (18%*)</td>
<td>-</td>
<td>( r_s = 0.35 ) (12%*)**</td>
</tr>
<tr>
<td>Psychological Empowerment</td>
<td>( r_s = 0.25 ) (6%*)**</td>
<td>( r_s = 0.35 ) (12%*)**</td>
<td>-</td>
</tr>
</tbody>
</table>

Note: *p<0.001, **p <0.05, obtained for testing the hypothesis that Spearman's rank correlation coefficient ≠ 0.
† The proportion of variance in the ranks of Self-Care Agency that can be accounted for by knowing the ranks of the other measure.
The proportion of shared variance in the ranks of the two variables Structural Empowerment and Psychological Empowerment was 12%.

Multivariate Linear Regression

- Measures the strength of relationships between and among variables.
- Linear Regression measures the strength of the relationship between two variables (SC-A and Structural Empowerment)
  - Variables must be interval or ratio
- Multiple regression measures the strength of independent variables (demographics, Structural Empowerment, Psychological Empowerment) to the dependent variable (SC-A)

Osborn, 2006. Statistical Applications for Health Information Management
### Multivariate Linear Regression Model for Self-Care Agency (N = 88)

<table>
<thead>
<tr>
<th>Factor</th>
<th>Mean or %</th>
<th>Parameter Estimate (PE)</th>
<th>95% CI</th>
<th>p Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant (Self-Care Agency)</td>
<td>96.29</td>
<td>(73.21,119.38)</td>
<td>0.0002</td>
<td></td>
</tr>
<tr>
<td>Structural Empowerment (per 1 unit)</td>
<td>22.7</td>
<td>1.30</td>
<td>(0.51,2.09)</td>
<td>0.002</td>
</tr>
<tr>
<td>Age (per 10 years)</td>
<td>47.9</td>
<td>-1.82</td>
<td>(-6.35,2.70)</td>
<td>0.45</td>
</tr>
<tr>
<td>Gender male (vs. female)</td>
<td>9.3%</td>
<td>-3.68</td>
<td>(-11.77,4.41)</td>
<td>0.38</td>
</tr>
<tr>
<td>Race (vs. White)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>African American</td>
<td>12.4%</td>
<td>1.20</td>
<td>(-6.55,8.94)</td>
<td>0.76</td>
</tr>
<tr>
<td>Other</td>
<td>17.5%</td>
<td>7.21</td>
<td>(0.62,13.79)</td>
<td>0.035</td>
</tr>
</tbody>
</table>

Note. Model also adjusted for missingness indicator for Structural Empowerment (1% missing), age (13% missing), nursing education (2% missing), number of years as professional RN (7% missing) and number of years as a nurse manager (5% missing). Less than 100% (N = 88) of total sample of 97 due to missing data.

### Multivariate Linear Regression Model for Self-Care Agency (N = 88)

<table>
<thead>
<tr>
<th>Factor</th>
<th>Mean or %</th>
<th>Parameter Estimate (PE)</th>
<th>95% CI</th>
<th>p Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nursing education (undergrad/assoc. vs. graduate)</td>
<td>47.4%</td>
<td>-0.47</td>
<td>(-5.21,4.28)</td>
<td>0.85</td>
</tr>
<tr>
<td>Number of years of professional RN (per 1 year)</td>
<td>24.5</td>
<td>-0.15</td>
<td>(-0.60,0.30)</td>
<td>0.51</td>
</tr>
<tr>
<td>Number of years as a nurse manager (per 1 year)</td>
<td>10.6</td>
<td>0.32</td>
<td>(-0.05,0.68)</td>
<td>0.096</td>
</tr>
<tr>
<td>Specialty certification (yes vs. no)</td>
<td>70.1%</td>
<td>0.31</td>
<td>(-0.95,5.61)</td>
<td>0.31</td>
</tr>
</tbody>
</table>

Note. Model also adjusted for missingness indicator for Structural Empowerment (1% missing), age (13% missing), nursing education (2% missing), number of years as professional RN (7% missing) and number of years as a nurse manager (5% missing). Less than 100% (N = 88) of total sample of 97 due to missing data.

### Limitations

- Limited to four hospitals in a mid-Atlantic state
- A convenience sample was used, not a randomized sample - limits generalizability
- Few male nurses were included
- Intentionally included only Magnet Facilities, therefore does not provide insight about NM working in non-Magnet facilities
- Pen & pencil survey
- Data collection conducted over the summer months
- Number of direct reports was not collected
Conclusions

- Results suggest importance of the relationship between self-care agency and structural empowerment, and between structural empowerment and psychological empowerment.
- These relationships may play an important role in alleviating the impending shortage of nurse managers, but retaining current nurse managers.
- Strategies to strengthen positive structural environmental resources may help fill nurse manager positions.

Summary of Findings

- The nurse manager’s self-care agency was statistically significantly related to perceived structural empowerment and psychological empowerment.
- What does this mean for the managers and nurses in the room, and for those at home? Putting the pieces together...

Implications for Nursing Leaders

- CNOs must recognize and address the average age of current nurse managers.
- Nurse managers are invaluable for positive outcomes for patients and institutions.
- Recognize: Nurse managers provide the critical link between the administrative leaders and staff nurses.
- Development of nurse leaders/managers is key.
- Leaders should be mindful to develop diverse leadership.
Implications for Nurse Managers

- Organization structure impacts the ability of the manager
- Findings support the Magnet Model and the importance of structural empowerment
- Nurse Managers may be self-directed and inspired in a supportive environment
- Value and empowerment by the organization helps the nurse manager to exercise innate self-care ability
- Effective nurse managers achieve organization’s goals

Implications for Nurse Managers

- Findings support the importance of the nurse manager role
- Highly committed nurse managers in a healthy work environment are more likely to respond to healthcare challenges
- Managers should strive to enhance self-care, to perform their roles effectively
- Create a supportive work environment
  - Nurse manager and senior nurse leaders must strive to create an environment with fewer stressors for the nurse manager
  - All nurses should strive to create a healthy work environment
  - Managers must strive to have essential life balance

Implications for All Self-Care Behaviors

- Adequate sleep
- Nutritional diet
- Short breaks throughout the day
- Emotional intelligence
- Inspiration and self-direction motivates the nurse manager to fully exercise role behaviors and optimally participate in work requirements
Recommendations for Future Research

- Replicate in other institutions, potentially including AHS.
- The best way to recognize and acknowledge NM for their important role in meeting organizational objectives should be explored.
- There is an opportunity to identify specific strategies to develop and enhance self-care agency in managers.
- Strategies to retain and recruit nurse managers should be developed.
- The relationship between self-care agency and psychological empowerment was very weak, may be spurious, and should be studied further.

Thank you

To Wachovia and Ena Zucchi who provided grants for this dissertation study to advance nursing education
Rami Bustami, PhD, MBA for his expert statistical assistance

Importantly, thank you to the nurse managers who participated in this study allowing new knowledge about nursing and Self-Care Agency to be discovered.

Presenter Information

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