


MORRISTOWN MEDICAL CENTER / ATLANTIC HEALTH SYSTEM



**Morristown  
Medical Center**  
ATLANTIC HEALTH SYSTEM

**2015 ANCC National Magnet Conference®**  
**Section C830, 11:15 am**  
**October 8, 2015**

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

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President  
Morristown Medical Center  
Morristown, NJ

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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.

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**Atlantic Health System**



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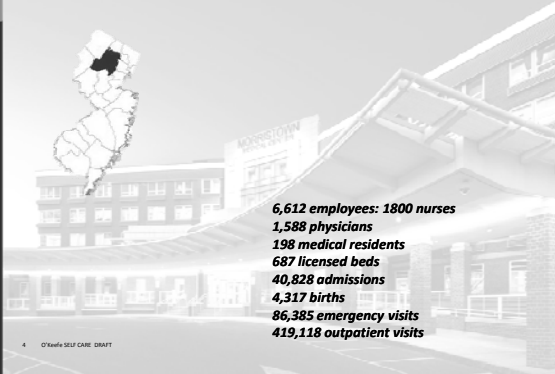
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**Morristown Medical Center**  
Morristown, NJ

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

4 O'Keefe SELF CARE DRAFT

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**Morristown Medical Center**  
Morristown, NJ



5 O'Keefe SELF CARE DRAFT

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**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, 2009 – Magnet Recognition
- June, 2014 – Magnet Recognition

6 O'Keefe SELF CARE DRAFT

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WABH SYSTEMS MEDICAL CENTER / ATLANTIC HEALTH SYSTEM



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

**MISSION** -

- Deliver high quality\*, safe, affordable patient care within a healing culture
- Educate and engage all our human resources
- Innovate through leadership

**SHARED VALUES** - Professionalism, Respect, Involvement, Dignity, Excellence

\*Institute of Medicine: Safe, Timely, Effective, Efficient, Equitable, Patient Centered

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WABH SYSTEMS MEDICAL CENTER / ATLANTIC HEALTH SYSTEM

**Influences**



Government and Local Landscape Impact Healthcare → Nurse Manager → Staff Nurses

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### Critical Issues for Nursing

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### Unraveling. . . .

Nurse Manager's	Activate	Successful
<ul style="list-style-type: none"> <li>Physical /Emotional Health</li> </ul>	<ul style="list-style-type: none"> <li>Job Related Role Behaviors</li> </ul>	<ul style="list-style-type: none"> <li>Organizational Goals</li> </ul>

Little attention given to examining underlying pre-requisite abilities of individuals who are in, or who seek, nurse manager positions.

No tool to predict success

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### Focus of Inquiry

Changing landscape	Manager's role	Manager's ability
for nurses potentially can threaten the health and well-being of nurses and the profession itself	is to address challenging workplace conditions while balancing patient care and organizational goals	to exhibit "successful leader/physician" as a Self-Starters, to understand organizational strategies and to implement this with commitment for the organization's future

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WILHELMUS MEDICAL CENTER / ATLANTIC HEALTH SYSTEM

### Focus of Inquiry

Changing Landscape	Manager's Role	Manager's Ability
<ul style="list-style-type: none"><li>for nurses potentially can threaten the health and well-being of nurses and the profession itself</li></ul>	<ul style="list-style-type: none"><li>is to address challenging workplace conditions while balancing patient care and organizational goals</li></ul>	<ul style="list-style-type: none"><li>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</li></ul>

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### Topics for Discussion

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graph TD; Leadership --> TEAM_WORK[TEAM WORK]; TEAM_WORK --> Nurse_Manager_Role[Nurse Manager Role]; TEAM_WORK --> Staff_Structural_Empowerment[Staff & Structural Empowerment]; TEAM_WORK --> Psychological_Empowerment[Psychological Empowerment]; TEAM_WORK --> Self_Care_Agency[Self-Care Agency]; Psychological_Empowerment --> Transformational_Leadership[Transformational Leadership]
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### Nurse Manager

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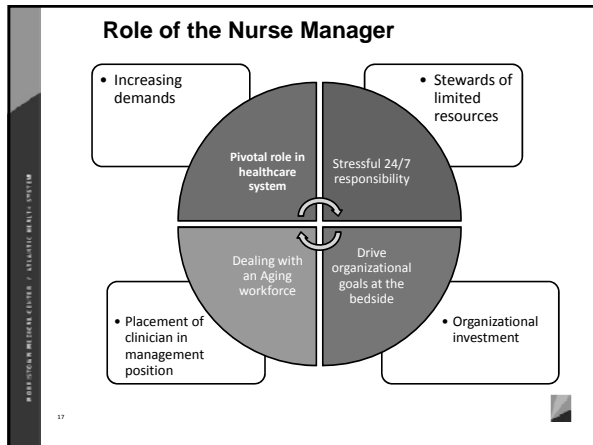
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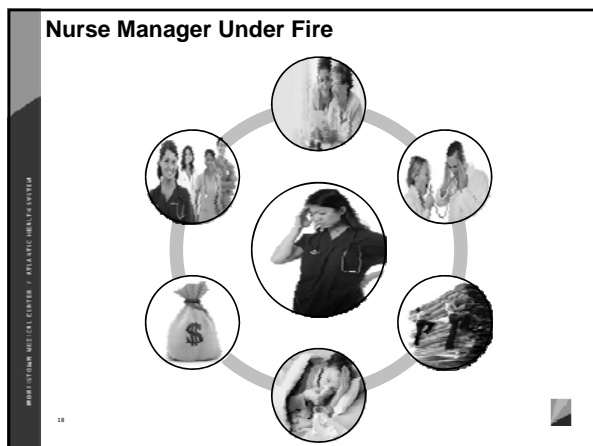
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- A graphic featuring a large medical cross with the words "NURSING SHORTAGE" arched over it. To the right is a silhouette of a nurse with a question mark above their head, indicating uncertainty or a problem.

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Communication

## Negotiation

Link to Resources

## Self-Development

Foster Learning

## Foster Learning

## Managerial Success

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### Managing Successfully in Shared Governance



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### 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).

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### 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.



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## 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

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## Structural Empowerment



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- 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.

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## 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 bachelors, 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.

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### 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



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### 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)



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### 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

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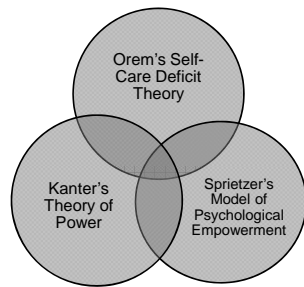
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## Theoretical Concepts



These three theories were used to explain the proposed relationships between and among nurse manager's Self-Care Agency

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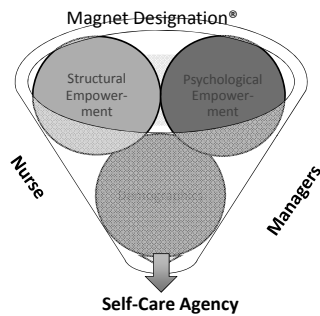
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## Relationships Between and Among



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## 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

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### 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



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### 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?



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### 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

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### Instruments Used to Operationalize Variables

Variable	Instrument	Author (date)
Self-Care Agency	Self Care Agency (ESCA) scale	Kearny & Fleischer (1979)
Perceived Structural Empowerment	The Conditions of Work Effectiveness Questionnaire-II (CWEQ-II)	Laschinger, et al. (2001)
Psychological Empowerment	Psychological Empowerment Instrument	Sprietzer (1995)
Nurse Manager	Demographic Information Form	O'Keefe

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## Results



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### Demographics

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

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**Demographics**

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

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**Demographics**

Factor	N	Percent
Highest Academic Earned Nursing		
DNP	1	1%
<b>MS/MSN</b>	<b>48</b>	<b>51%</b>
BSN	41	43%
AD	3	3%
Diploma	2	2%

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

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

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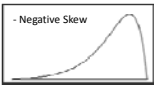
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**Overall Scores - Skewness**

Factor	Skewness
Self-Care Agency (ESCA)	-0.35
Structural Empowerment (CWEQ-II; Laschinger)	-0.34
Psychological Empowerment (Psychological Empowerment Instrument; Spreitzer)	-2.28



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**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)



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**Correlation**

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

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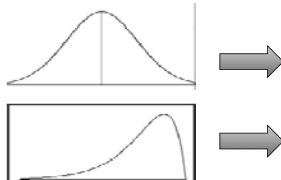
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**Non-Parametric Analysis**

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



Parametric  
Pearson Correlation

Non-Parametric  
Spearman Rank  
Correlation

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**Spearman Rank Correlation Table**

	Self-Care Agency	Structural Empowerment	Psychological Empowerment
Self-Care Agency	-	$r_s = 0.42$ (18%†)*	$r_s = 0.25$ (6%†)**
Structural Empowerment	$r_s = 0.42$ (18%†)*	-	$r_s = 0.35$ (12%†)*
Psychological Empowerment	$r_s = 0.25$ (6%†)**	$r_s = 0.35$ (12%†)*	-

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%.

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**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)

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Osborn, 2006 Statistical Applications for Health Information Management

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Multivariate Linear Regression Model for Self-Care Agency (N = 88)				
Factor	Mean or %	Parameter Estimate (PE)	95% CI	p value
Constant (Self-Care Agency)		96.29	(73.21,119.38)	
<b>Structural Empowerment (per 1 unit)</b>	22.7	1.30	(0.51,2.09)	<b>0.002</b>
Age (per 10 years)	47.9	-1.82	(-6.35,2.70)	0.43
Gender male (vs. female)	9.3%	-3.68	(-11.77,4.41)	0.38
Race (vs. White)				
African American	12.4%	1.20	(-6.55,8.94)	0.76
<b>Other</b>	17.5%	7.21	(0.62,13.79)	<b>0.035</b>

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.

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Multivariate Linear Regression Model for Self-Care Agency (N = 88)				
Factor	Mean or %	Parameter Estimate (PE)	95% CI	p value
Nursing education (undergrad/assoc. vs. graduate)	47.4%	-0.47	(-5.21,4.28)	0.85
Number of years of professional RN (per 1 year)	24.5	-0.15	(-0.60,0.30)	0.51
<b>Number of years as a nurse manager (per 1 year)</b>	10.6	0.32	(-0.05,0.68)	<b>0.096</b>
<b>Specialty certification (yes vs. no)</b>	70.1%	0.31	(-4.99,5.61)	<b>0.91</b>

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.

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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

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### 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

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### 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...



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### 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

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### 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.

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### 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.

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