

Improving Structural Empowerment through the co-creation of a Professional Governance Program of Nurse Manager and Front-line Nurses

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BACKGROUND

Professional governance (PG) is a model in healthcare systems where nurses are involved with participating in decisions that lead their practice (Dechairo-Marino et al., 2018). Nurses often work in interdisciplinary teams to make changes relating to quality improvement, professional development, practice standards, and research leading to improved outcomes in patient care (Brennan & Wendt, 2021). Professional governance is believed to improve nursing practice, employee satisfaction, nursing autonomy, and patient outcomes. Amber Orton, (2021) suggests that nurse leaders play a critical role in supporting nursing autonomy. Leaders provide the education, resources, and tools for their teams. One way to promote this autonomy is through PG. Nurses participate in the decisions that directly affect their practice, offering them autonomy and empowerment and ultimately may improve nursing engagement in an organization (Joseph & Bogue, 2016)

RESEARCH QUESTIONS

The purpose of this study is to evaluate whether FLN feel more empowered if they collaborate with their nurse managers in the re-design of the hospital's PG council. FLN were invited to participate as valued members of workgroups to co-create a program of PG that empowers nurses to be leaders in practice

METHODS AND MATERIALS

This study utilized pre-and post-test design to examine if co-creating a professional governance model with nursing managers and FLN increases feelings of empowerment in nurses. FLN perceptions of engagement were evaluated before and after education and participating in workgroups to design the PG program at ESH. The instrument of measurement used was the Psychological Empowerment Instrument design by Gretchen Spreitzer. The instrument has been used in more than 50 different studies (Spreitzer, 1995). Qualitative 17 responses received from participants vis email to the PI were analyzed and disseminated to nursing leadership

RESULTS

In looking at the mean values from this instrument, all values increased after the intervention with the posttest scores. The highest scored questions were: "I am confident about my ability to do my job", "The work I do is important to me", and "I have mastered the skills necessary to do my job". The largest changes in scale occurred with the question "I can decide on my own how to go about doing my own work." This question's mean changed from a 4.75 to a 5.33 changing from a majority answer of "neutral" to "agree." Another question with a change from "neutral" to "agree" was the question "I have significant autonomy in determining how I do my job." This mean change went from 4.86-5.42. The smallest change from pretest to posttest originated from the question "My impact on what happens in my department in large". The mean for this question changed from 4.61-4.63, remaining "neutral".

CONCLUSION

Despite the limitations, there were notable gains in empowerment scores. Many of the results were not statistically significant, but each question on the Instrument had an increased mean score that may show clinical significance. Initiating the FLN ideas and structure may benefit nursing empowerment and engagement further. Future studies after the PG restart initiates in early 2024 may reveal more evidence about the re-design of PG and offer opportunities to explore relating to maintaining staff involvement in the future.

	Pre-intervention (n=28) Mean (SD)	Post-intervention (n=24) Mean (SD)	p-value
I am confident about my ability to do my job.	5.79(1.548)	6.29(1.464)	.008
The work I do is important to me.	5.68(1.565)	5.96(1.806)	.017
I have significant autonomy in determining how I do my job.	4.86(1.627)	5.42(1.974)	.019
My impact on what happens in my department is large.	4.61(1.370)	4.63(1.096)	.444
My job activities are personally meaningful to me.	5.25(1.404)	5.58(1.018)	.490
I have a great deal of control over what happens in my department.	4.00(1.333)	4.17(1.267)	.476

	Pre-intervention (n=28) Mean (SD)	Post-intervention (n=24) Mean (SD)	p-value
I can decide on my own how to go about doing my own work.	4.75(1.351)	5.33(1.963)	.140
I have considerable opportunity for independence and freedom in how I do my job.	4.54(1.666)	5.00(1.206)	.204
I have mastered the skills necessary for my job.	5.04(1.374)	5.92(1.717)	.104
The work I do is meaningful to me.	5.54(1.127)	5.79(1.977)	.128
I have significant influence over what happens in my department.	4.00(1.466)	4.42(1.213)	.405
I am self-assured about my capabilities to perform my work activities.	5.50(1.401)	5.79(1.021)	.073

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