Moving Closer to Nirvana
Julie Storr, WHO Patient Safety
A Webber Training Teleclass

Objectives of the session

- Summarise the literature on nurse empowerment in relation to patient safety, quality and infection prevention;
- Discuss the impact of culture on the ability to achieve empowered-nurse status;
- Explore the future role of nurses in the patient safety, quality improvement and infection prevention movement.

Nurse Leadership and empowerment

- “Empowerment – the extent to which nurses possess the power to influence the behaviour of those around them.”

Definitions

- “A liberating sense of one’s own strengths, competence, creativity and freedom of action; to be empowered is to feel power surging into one from other people...specifically the power to act and grow” (Robinson 1994)

Empowerment and outcome?

- 3 million (EU)
- 2 million (USA)
- 50,000 (EU)
- 99,000 (USA)

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debbie@webbertraining.com
www.webbertraining.com
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A few questions…

1. Do today’s IPs have the requisite leadership skills?
2. Can they recognize and create influence opportunities or are they waiting for an invitation that may never arrive. (Manning et al 2010)

And…

3. Can they successfully navigate the complex organizational systems...to influence decisions to ensure survival and success.
4. Can they break free of the insular focus of infection prevention and control and see their contribution within broader organizational needs and future directions?

Some fundamentals of quality and safety

<table>
<thead>
<tr>
<th>Resources</th>
<th>Culture and governance</th>
<th>Process of care</th>
</tr>
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<tbody>
<tr>
<td>Infrastructure</td>
<td>Leadership and management</td>
<td>Pathways</td>
</tr>
<tr>
<td>Means of access</td>
<td>Standards of assurance</td>
<td>Procedures</td>
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<tr>
<td>Overall design</td>
<td>Patient-centredness</td>
<td>Skills</td>
</tr>
</tbody>
</table>

Source: Sir Liam Donaldson

So what is Empowerment?

- A buzz word
- A fashion
- A slippery issue

And, is it relevant to infection prevention and control?

The transition from controller to preventer..

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Navigating systems of influence

- Expertise;
- Authority;
- Culture;
- Politics.

So where are we now?

Empowerment and healthcare – historical perspective

- Empowerment
- Organizational esteem
- Organizational culture
- Organizational security
- Work environment

Empowerment and the nurse

- Behaviour change
- Leadership
- Influence
- Influencing strategies
- Power
- Systems of influence

Empowerment and infection prevention and control (IPC)

- Self-Efficacy Model:
  - “Perceived behaviour control (self efficacy): the perception that performance of a given behaviour is within your control”.

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Empowerment and patients

And still a hot topic....

• "I see...front-line staff who want...greater permission and encouragement to stand up for quality by challenging poor practice, leading improvements and delivering innovations. Clinicians...are acting as the main agents of change, and we must continue to empower them and others to improve services."

IPC - Empowered versus empowerer:

- Behaviour change
- Implementation
- Monitoring and evaluation
- Sustainability

Can we manufacture it, advocate for it, teach it?

Infection Prevention Society Outcome Competences

- Can we develop it?
- "The purpose of this framework is not to define specific roles but to assist practitioners to continually increase their existing knowledge, understanding and skills in order to reach our ultimate goal...."

Domain 4: Leadership and Management

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Empowerment and IPS Competences

- “Continuously assess and monitor the risks to safety and quality and challenge others’ actions and decisions when they put individuals, populations and others at risk.”

Students perspectives on empowerment

- “No, they don’t say anything to the doctors, probably cos they just get ignored or shouted at and see the doctors as being higher than them.” – (Ward 2010).

So....How?

- “Control is within our reach.”
- “Ignorance versus ineptitude”
- “Ridiculous in its simplicity.”

Checklists?

Intervention 5: Empowering nurses to Stop the Procedures if Guidelines Were not Followed

- “…Finally we discussed with both residents and nurses that the nurse should page the SICU physician if the resident, after the nurse identifies a violation, fails to correct the violation.”
  - Pronovost et al 2007

SCM, checklists and HAI prevention

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Empowerment - related to outcome

Strongest predictor of clinical excellence: caregivers feeling comfortable speaking up when they perceive a problem with patient care

Empowerment and outcome

• Shimoni et al 2009: compliance increased from 25% in 2006 to 100% in 2007 when surgical nurses are empowered.

Summary

• “When used separately, self-knowledge, strategic relationships, and reciprocity are 3 powerful tools of influence, but maximum impact is achieved when used collectively (Manning 2010)”.

Suggested sources of inspiration

Selected References/ bibliography

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## 2011 British Teleclass Topics

- **February 28** — Writing for Publication and Conference Presentation
  - First Steps to Dissemination (Heather Loveday)
- **March 15** — Moving Closer to Nirvana — The Importance of Nurse Empowerment (Julie Storr)
- **April 13** — (Free Teleclass) Voices of the IPS (Infection Prevention Society Board)
- **April 20** — (Free Teleclass ... A.D. Russell Memorial Teleclass) The Spaulding Classification, Disinfection and Sterilization: Is it Time to Reconsider (Gerry McDannell)
- **July 16** — (Free Teleclass) Climate Change and Infectious Disease (Andrew Nichols)

**Free WHO Teleclasses (Europe)**
- **APRIL 10** — Hand Hygiene Education and Monitoring
- **JUNE 26** — Importance of Worldwide Hand Hygiene Events & Activities
- **JULY 30** — Highlights and Results from May 5 Activities
- **AUGUST 31** — Latest Update on Clostridium difficile Control
- **OCTOBER 4** — MRSA Control — Is Search & Destroy the Way to Go?


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